DEPLOYMENT
H A N D B O O K

Planning, Pre-Deployment Activities, Movement, Reception, Staging, Onward Movement, (RSOI) and Redeployment

Deployment Process Modernization Office (DPMO)
Combined Arms Support Command, Fort Gregg-Adams, Virgina

Center for Army Lessons Learned

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Contents

Foreword

The U.S. Army is the world-class force that all other militaries strive to match. Central to the Army's effectiveness as a fighting force is its ability to rapidly deploy, with little to no notice, anywhere at any time. Far from a linear lockstep process, Army deployment is an integrated process within Army force projection. It combines deployment with mobilization, employment, sustainment, and redeployment to provide senior leaders with options across the spectrum from cooperation to conflict.

Deployment entails a series of overlapping, often nonsequential actions with tasks, authorities, roles, and responsibilities defined in multiple publications. This handbook brings together the critical tasks and considerations from across the deployment continuum and provides a single, easy-to-use volume for leaders and deployment support organizations.

Each chapter of this handbook presents information by deployment phase to provide:

- A summary of key organizations that support deployment operations.
- Simple charts, and checklists that detail what execution looks like.
- Lessons learned and best practices from operational deployments, training center rotations, warfighters, and more.
- Linkages back to the relevant source publications for those wanting more detail. One exciting feature that sets this handbook apart is its linkage to the Deployer's Toolbox, the Army's single source for all things deployment. All checklists and tables in this handbook are available at the Army's Deployer's Toolbox in a format that you can easily tailor to meet unit or organization-specific needs. The Deployer's Toolbox also includes helpful tools, references, and checklists, in addition to information found here. The Deployer's Toolbox (CAC-Enabled) is available at: https://armyeitaas.sharepoint-mil.us/sites/TR-SCoE-DPMO/SitePages/Deployment-Process-Modernization-Office.aspx

As you use this handbook and the Deployer's Toolbox, we welcome feedback on their effectiveness and usefulness. We continually look for tools from the field that will improve deployment readiness across our Army and increase the usefulness of the Deployer's Toolbox.

Mr. Timothy W. Quillin

Director

Deployment Process Modernization Office

Chapter 1

Overview

Introduction

> As our Army adopts to challenges future conflicts may pose, Army forces must be prepared to deploy and deliver combat power to the combatant commander or joint force commander. This requires units deploying on short notice to austere locations with all or a majority of its assigned equipment. With the risk of large-scale combat operations (LSCO), and rapid short notice deployment requirements we must rebuild our operational deployment capability.
>
> Maj. Gen. Mark T. Simerly[1]

The U.S. Army is a premier fighting force that stands ready to effectively deter aggression throughout the world. As such, it plays a critical role in achieving U.S. national objectives. An effective fighting or deterrent force must possess "a demonstrated ability to alert, mobilize, rapidly deploy, and operate effectively anywhere in the world."[2] Projecting the force requires moving personnel, equipment, and containers from one location to another. Several factors determine how ready the Army is to meet those requirements:

- A command focused on supply, maintenance, and deployment planning and preparation.
- Training and preparation of Soldiers and civilians deploying or supporting unit deployment.
- Identifying the critical relationships to establish during the pre-deployment/deployment order phase.
- Identifying and preparing to meet lift provider requirements from the home station and the receiving theater.
- Expand the Arrival/Departure Airfield Control Group (ADACG) beyond deployment readiness exercises.
- Clarify all Component (COMPO) requirements for appointed and certified personnel by paygrade and number of persons.

Purpose of a Deployment Handbook

This handbook disseminates planning considerations, lessons learned, and best practices related to force projection and deployment. It assists units and organizations at all levels to better prepare for future deployments, be more effective during deployments, and understand how the deployment process is integral to the Army's ability to project force. The following doctrine and policy updates are incorporated in this handbook based on recent changes and improvements to deployment processes:

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[1] Army Sustainment Spring 2022. page 8.
[2] Army Techniques Publication (ATP) 3-35. *Army Deployment and Redeployment*. Washington, D.C. 9 March 2023.

- Redefine port support activity (PSA) to enable U.S. Forces Command (FORSCOM) and Military Surface Deployment and Distribution Command (SDDC) to align the new definition with their mission and objectives.
- Update area support installations and units in the COMPO 3 section of the Department of the Army Pamphlet for accuracy.[3]
- Include information regarding the installation transportation officer's (ITO) responsibility to transmit unit deployment list (UDL) to the port for SDDC.
- Define and delineate quality assurance/quality control roles and responsibilities.
- Clarify the ITO responsibilities for Arrival/Departure Airfield Control Group (A/DACG).

Explanation of Terms

- **Force Projection:** The ability to project the military instrument of national power from the United States or another theater in response to requirements for military operations.[4] See Figure 1-1 on page 6 for an illustration of force projection operations and deployment and redeployment phases.
- **Mobilization:** The process the U.S. Armed Forces, or part of them, use to achieve a state of readiness for war or another national emergency.[5]
- **Deployment:** The movement of forces into and out of an operational area.[6]
- **Employment:** The strategic, operational, or tactical use of forces.[7]
- **Sustainment:** The provision of logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion.[8]
- **Redeployment:** The transfer or rotation of forces and materiel to support another commander's operational requirements or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out-processing.[9]

Considerations for Deployment

Deployment includes preparing and moving forces, supplies, and equipment to a theater. Planning for deployment to employ forces takes the Geographic Combatant Commander's (GCC) intent, required forces, timing, and mission into consideration. The employment concept informs, guides, and drives deployment planning, assess all deployment process phases and ensure they comply with GCC requirements, and are in synchronization with all other actions. Staffs task organize to plan and execute movement based on the mission, concept of operations, available lift, and other resources.

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[3] Department of the Army Pamphlet (DA PAM) 525-93. *Army Deployment and Redeployment Process and Procedures*. Department of the Army. Washington, D.C. 6 October 2023.

[4] Joint Publication 3-0. *Joint Campaigns and Operations*. Washington D.C. 18 June 2022.

[5] Army Doctrine Publication (ADP) 4-0. *Sustainment*. Department of the Army. Washington, D.C. 31 July 2019.

[6] Army Doctrine Publication (ADP) 3-0. *Operations*. Department of the Army. Washington, D. C. 31 July 2019.

[7] Joint Publication 5-0. *Joint Planning*. Department of the Army. 01 December 2020.

[8] Army Doctrine Publication (ADP) 4-0. *Sustainment*. Department of the Army. Washington, D. C. 31 July 2019.

[9] Joint Publication 3-35. *Joint Deployment and Redeployment Operations*. Department of the Army. 31 March 2022.

Four deployment principles apply to all phases.[10]

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

Deployment Phases

Army deployment is a four-phase process.[11]

Phase I – Deployment planning (Note: although planning is a distinct phase, it also occurs throughout the other deployment and redeployment phases).

Phase II – Pre-deployment activities – II (Note: some deployment activities for components 2 and 3 units may occur during phase II of the deployment process but they are captured under the mobilization process).

Phase III – Movement

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[10] Army Techniques Publication (ATP) 3-35. *Deployment and Redeployment Operations*. Department of the Army. Washington, D.C. 9 March 2023.

[11] Department of the Army Pamphlet (DA PAM) 525-93. *Army Deployment and Redeployment Processes and Procedure*s. Department of the Army, Washington, D.C. 6 October 2023

Phase IV – Reception, staging, onward movement, and integration (RSOI)

Rather than a linear progression, there is significant overlap across phases. See Figure 1-1 below for an illustration of how the deployment process supports force projection.
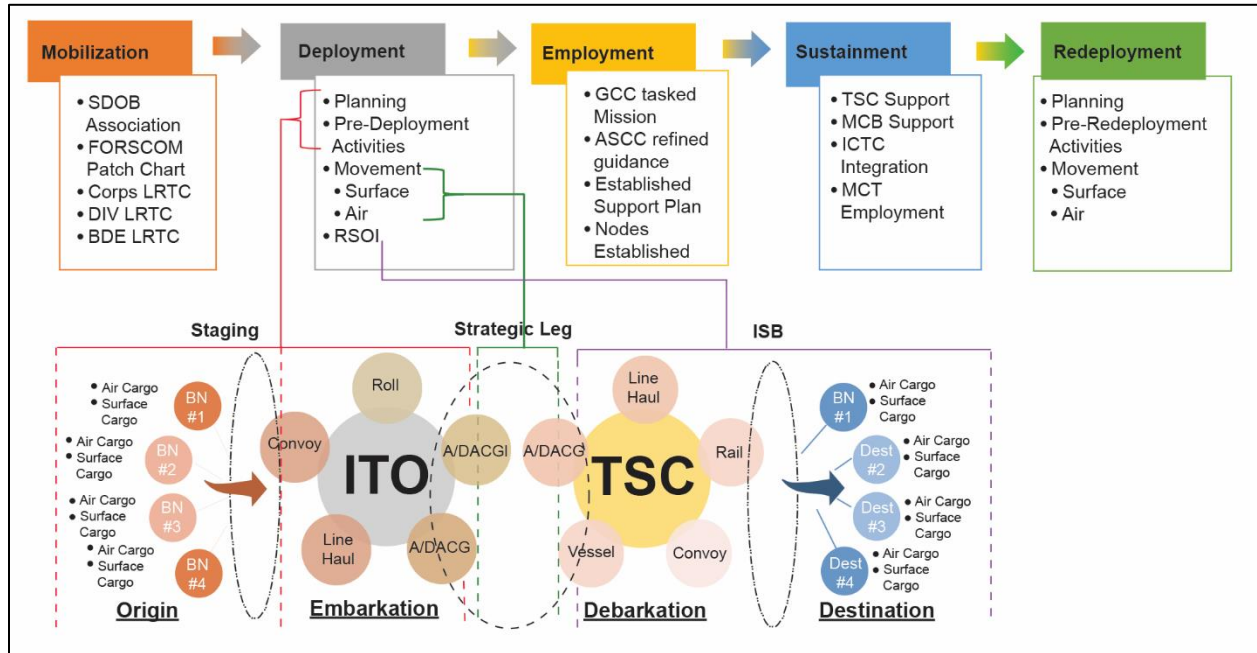

Figure 1-1. Force Projection and Deployment Phases[12]

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[12] Hodge, Erik. Chief Warrant Officer 2 (Ret.). Figure 1-1 page 6. DPMO.

Chapter 2

Deployment Planning

> Effective deployment planning is critical to the success of any operation. Commanders at all echelons should treat all deployments as operations driven by the operations officer. This will ensure the proper allocation of resources and the sequencing of combat power at destination.
>
> Maj Gen. Mark T. Simerly[13]

Overview

Commanders are responsible for deployment planning and execution. Successful deployment planning requires an understanding of the total deployment process. The primary objective of deployment planning is to synchronize activities to enable successful execution. Units develop their detailed plans to help guide them through an effective deployment. Our adversaries have been observing our deployments since Desert Shield/Storm and at our next deployment could potentially contest our deployment actions at every phase to gain an early advantage. You should refer to your specific installation deployment support plan (IDSP) for installation-specific processes, polices, organizations, and activities. See IDSP in Department of the Army Pamphlet DA PAM) 525-98 for more information to include the format and evaluation requirements.[14]

Contested Deployments

Forces have used the same deployment process for decades. However, efforts by adversaries (cyber warfare, information warfare, or lethal attack) could disrupt the deployment process at any point from the point of origin through the final destination. Adversaries may target systems, equipment, and military or civilian personnel to disrupt deploying units and equipment. Units must understand the threat, force protection condition, and the deployment process to identify and defend against disruptions. The following are key planning considerations for contested deployments[15]:

- Use of law enforcement to mitigate deployment disruptions.
- Coordinate with law enforcement agencies to ensure movement control from fort to port.
- Assess critical infrastructure vulnerable to sabotage and unsuited for movement of heavy equipment by road and rail along lines of communication.
- Plan to use alternate railheads and marshalling yards.
- Use multiple routes of movement to reach ports of embarkation (POE).
- Develop alternate surface transportation options to deliver unit equipment to a seaport of embarkation when rail service becomes degraded or disrupted.
- Establish fuel, maintenance, and rest locations along lines of communication.
- Implement a communication plan for public announcements while maintaining operations security.

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[13] Army Sustainment. Spring 2022. page 10.
[14] Army Pamphlet 525-98. Chapter 3. paragraph 3-4.
[15] See Field Manual 3-0 *Operations* 1 October 2022 for more details.

- Establish specific cyber defenses for systems and associated data used to support movement.

Developing a mitigation plan for contested deployments to move from the installation or point of origin to the assigned POE can help mitigate threat activities disruptive to deployments. For example, using commercial heavy equipment conveyances to move tanks and tracked vehicles to a seaport of embarkation (SPOE) if the railhead on the installation becomes degraded or disrupted.

Deployment Planning Process

Deployment planning can occur simultaneously with mobilization planning for components 2 and 3 units. Components 2 and 3 use a mobilization plan in place of an IDSP when not assigned to an installation.

Who is Deploying? The Time-Phased Force Deployment Data Overview

The time-phase force deployment data (TPFDD) is a list of units required to execute the operation plan (OPLAN). It phases units into the theater of operations at the times and places required to support the GCC's concept of operations. All movement priorities and phasing are based on the supported Geographic Combatant Commanders (GCC) required date for the deploying force capability. The TPFDD provides documented unit movement data (e.g., the required delivery date and time-phasing).

The organizational equipment list (OEL) is unit equipment maintained in the property book module of Global Combat Support System-Army (GCSS-A). Use the OEL to create unit movement data (UMD) which becomes the unit deployment list (UDL) in the Transportation Coordinators' Automated Information for Movements System II (TC-AIMS II). UMD is a list of equipment and supplies the unit plans to deploy and includes the transportability data necessary to plan the move.

The cornerstone for all movements is the development of an accurate UDL, manifesting units for deployment. The UDL reflects the actual equipment and sustainment identified for deployment for a specific operation. See Appendix C for procedures on how to manage updating OEL/UDLs.

The unit movement officer (UMO) and movement warrant officer (MWO) should monitor the OEL to ensure TC-AIMS II has an accurate UDL. Using a current TPFDD list helps ensure that correct scheduling of forces, sustainment, and lift capabilities for deployment. Changes to UDLs may slow the process or require it to start over.

TC-AIMS II transmits the UDL to the Computerized Movement Planning and Status System (COMPASS) for validation which then transfers the file to the Joint Operation Planning and Execution System (JOPES). JOPES uses the UMD to create the TPFDD. The TPFDD identifies units and sustainment and transportability data necessary to plan the movement. JOPES validates the UMD and transmits the TPFDD via COMPASS to TC-AIMS II for plan execution.

Organizations and Offices Critical to Deployment Execution

To effectively manage deployment operations, commanders must understand the capabilities and limitations of the installation infrastructure. It is critical to understand the deployment support organizations, what resources are available, and how to access these resources. Deployment support organizations, and personnel can include:

- Surface Deployment and Distribution Command (SDDC) is a transportation component command of United States Transportation Command (USTRANSCOM). SDDC handles providing global deployment and distribution planning, operations, and systems capabilities. SDDC facilitates global traffic management support to all joint, multinational, and interagency elements. Functional responsibilities include:
    - Provides Department of Defense (DOD) deployment and distribution management services for freight, unit, and personal property movements worldwide.
    - Provides worldwide coordination from origin to destination traffic management support.
    - Coordinates surface and multimodal transportation contracted functions for DOD, other U.S. government entities, and designated multinational and interagency elements.
    - Provides transportation and storage rates for worldwide management services for DOD personal property.
    - Plans and executes oversight of command acquisitions for transportation services.
    - Manages and arranges for the operation of terminals in the continental United States (CONUS) and outside continental United States (OCONUS).
    - Coordinates with combatant commanders to perform terminal clearance authority functions.
    - Develops, operates, and maintains an integrated transportation information system, providing traffic management information and data for DOD components.
    - Operates a worldwide DOD surface container management system that provides operational management of defense intermodal common user containers.
    - Controls, manages, and maintains the Defense Freight Railway Interchange Fleet.
    - Participates in the planning cycle for overseas deployment, training exercises, and command post exercises directed by the Joint Chiefs of Staff and Army.
    - Recommends corrective actions when military or commercial transportation assets or procedures cannot support mission accomplishment.
    - Establishes standards and facilitates and validates training of regular Army and Reserve Component strategic mobility forces to meet SDDC missions and operation plan (OPLAN) support.
    - Coordinates with DOD components to maintain joint service publications governing the installation shipping and receiving capabilities.

United States Army Forces Command

United States Army Forces Command (FORSCOM) provides policy and guidance for planning and executing unit moves of active and reserve units. FORSCOM deployment related responsibilities include:[16]

- Coordinates unit movement requirements with units, installations, USTRANSCOM, and OCONUS theater commanders.
- Maintains the Department of the Army master file of standard unit movement data (UMD) and prescribes reporting procedures.
- Provides guidance and assistance to units and installations reporting for deployment and mobilization.
- Ensures deployment readiness of forces.
- Administers the Command Deployment Discipline Program (CDDP) and the Emergency Deployment Readiness Exercise (EDRE) programs.

Headquarters, Department of the Army, Deputy Chief of Staff, G-3[17]

The deputy chief of staff, G-3 (DCS G-3) is the proponent for the end-to-end deployment and redeployment processes and strategic mobility matters. DCS G-3 develops policy and guidance for deployment and redeployment and establishes deployment readiness exercises (DRE) and EDRE for units to train and assess their deployment readiness.

Headquarters, Department of the Army Deputy Chief of Staff, G-4[18]

The deputy chief of staff, G-4 (DCS G-4) is the proponent for Army-owned and Army-leased common user intermodal distribution platforms. The DCS G-4 also serves as the functional proponent for Army watercraft engaged in delivery of forces to the point of employment and their subsequent redeployment. DCS G-4 coordinates with the DCS G-9 to serve as Headquarters Department of the ARMY (HQDA) functional proponent for deployment-related infrastructure and enablers.

Installation Logistics Readiness Center[19]

Installation logistics readiness centers (LRC) are under the control of Army Sustainment Command (ASC). This structure unifies the Army's field-level maintenance and supply capabilities under a single command, aligning installation logistics support with Army Materiel Command's (AMC) core competencies. LRC services are available to Reserve Component (RC) units if they have an approved installation support agreement with the LRC. LRCs are not

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[16] FORSCOM/ARNG Reg 55-1. *Unit Movement Planning*. 3 August 2020.
[17] Department of the Army Regulation (AR) 525-93. *Army Deployment and Redeployment*. Department of the Army. Washington, D.C. 6 October 2023.
[18] Ibid.
[19] Army Techniques Publication (ATP) 3-35. *Army Deployment and Redeployment.* Department of the Army. Washington, D.C. 9 March 2023.

required to accept support agreements in certain situations (e.g., units not assigned to the installation or support to a RC unit exceeds the LRCs capabilities).

Installation Transportation Officer[20]

Installation transportation officers (ITO) provide guidance and assistance to assigned and supported units in preparing, maintaining, and executing movement plans. They also coordinate and monitor unit movements, provide assistance to units in or traversing the installation support area, and coordinate airlifts. Some of the ITO administrative duties include preparing movement reports and approving unit movement plans and associated data. The ITO is subordinate to the LRC.

As an integral part of the ASC, the ITO at CONUS installations:[21]

- Provides deployment guidance.
- Assists units with the organizational equipment list (OEL) and UDL.
- Processes convoy clearances and special hauling permits.
- Verifies strategic lift requirements and assists in designating loading sites and times.
- Assists in identifying and obtaining blocking, bracing, packing, crating, and tie-down (BBPCT) materials, containers, and pallets.
- Coordinates material handling equipment (MHE).
- Ensures unit equipment has proper markings.
- Supports unit movement at railheads and airfields.
- Coordinates airlift requests.
- Reviews and approves deployment plans annually.
- Provides in-transit visibility support to deploying units.

The ITO may conduct annual movement planning and execution workshops for active Army unit movement officers. The supporting installation provides the A/DACG. The A/DACG is an ad hoc organization designed to assist the Air Mobility Command (AMC) and the deploying unit with receiving, processing, and the loading of personnel and equipment aboard aircraft. Its composition is mission-dependent, but cargo transfer companies are best suited for the role. In CONUS, the A/DACG is a shared responsibility between the LRC, ITO, and FORSCOM units. In OCONUS, the ASCC will task organizations to act as the A/DACG.

Note, support services by an ITO are available to RC units with an approved installation support agreement. ITO's may not accept support agreements from units not assigned to the installation or if support to a RC unit exceeds the ITO capabilities.

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[20] Defense Transportation Regulation (DTR) 4500.9-R. *Individual Missions, Roles, and Responsibilities*. 29 April 2022.
[21] Army Techniques Publication (ATP) 3-35. *Army Deployment and Redeployment.* Department of the Army. Washington, D.C. 9 March 2023.

Unit Movement Coordinator

In CONUS, the Unit Movement Coordinator (UMC) is the installation's staff officer for movement. Movement Control Battalions or the Division Transportation Officer fill this role in OCONUS. The UMC is a movement expert for the fort-to-port deployment phase.

UMC Responsibilities and Tasks

At the installation level, the UMC coordinates movements and assists units to develop and execute unit movement plans. UMC perform the following:[22]

- Provide movement guidance to all units moving from the installation
- Verify the number of vessels and aircraft (determined by SDDC) required by each unit and assist in designating loading sites and coordinating times to start and complete unit loading.
- Assist units with identifying and obtaining BBPCT.
- Ensure equipment has proper markings prior to movement by any mode.
- Serve as the primary point of contact for special assignment airlift mission and exercise airlift.
- Maintain and manage containers and 463L pallet and cargo net storage and allocations area.

The UMC uses TCAIMS II to accomplish these specific tasks:[23]

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

Note, RC and Army National Guard units do not have assigned UMCs. Unit personnel or civilians perform the UMC tasks.

Defense Movement Coordinator

SDDC Transportation Engineering Agency (TEA) Pamphlet 700-2 Logistics Handbook for Strategic Mobility Planning directs that the state Defense Movement Coordinators (DMC) direct and supervise the preparation, maintenance, and execution of contingency movement plans for

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[22] Ibid.
[23] Ibid.

mobilization and deployment within their states.[24] DMCs coordinate surface and air movements with DOD elements, serve as the database manager for the State Mobilization Movement Control Program (MOBCON) Highway Network Database, and analyze military transportation capabilities. They also provide compiled data to appropriate agencies and process convoy clearances and special hauling permits (DD Forms 1265 and 1266). DMCs also develop procedures for review, validation, and approval of unit movement plans and associated data for National Guard units. Note, each state DMC may not have the same capabilities and capacity to perform these functions.

Division Transportation Officer[25]

The division transportation officer (DTO) is responsible for the development and publishing of transportation policy for the division. The DTO advises the commander, and coordinates transportation support with the division staff. The DTO coordinates with the G-3 on operational movements and the G-4 on sustainment and provides guidance on transportation issues with other staff sections and commanders. The DTO also:

- Establishes procedures for movements that cross boundaries.
- Receives and analyzes route statuses for corps main supply routes and alternate supply routes.
- Coordinates deployment and redeployment of forces with the division G-3.
- Coordinates tactical relocation of forces with the division G-3.
- Prepares the division movement program.
- Monitors the availability of subordinate brigade transportation assets.
- Regulates movement along division controlled main supply routes and alternate supply routes.
- Assists the division G-4 in preparing, updating, and maintaining the transportation portion of the logistics estimate.

Note, DTOs reside in the active component. The roles and responsibilities of the DTO applies to all components when deployed.

Unit Mobility Officer[26]

Mobility officers (882A – Mobility Warrant Officer) and Non-commissioned officers (88N-Enlisted Transportation Management coordinators) are specialist in the transportation field. They plan and execute deployments, review movement data and plans, and train unit personnel to perform tasks related to deployment.

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[24] SDDC Transportation Engineering Agency. Pamphlet 700-2. *Logistics Handbook for Strategic Mobility Planning*. 2011. https://www.sddc.army.mil/sites/tea/functions/deployability/deployabilityanalysis/key%20publications/pam_700-2.pdf

[25] Ibid.

[26] Military Surface Deployment and Distribution Command Transportation Engineering Agency. Pamphlet 700-2. *Logistics Handbook for Strategic Mobility Planning*. October 2011.

Corps – Mobility Officers are in the Corps G-4 transportation office and the G-5 plans office as part of the commander's logistics staff. The duties of the mobility officer in the G-4 transportation office are like those of the Division Mobility Officer (see below under Division) and include the oversight of those Corps units without a mobility officer. There is also a Mobility Officer in the G-5 Plans Office, responsible for creating, maintaining, and verifying JOPES Data.

Division – The Mobility Officer at the division has usually worked in a brigade and moved up to the division staff. Although assigned to the assistant chief of staff, logistics (G-4) division transportation office, the Division Mobility Officer spends considerable time coordinating with the assistant chief of staff, operations (G-3) and assistant chief of staff, plans (G-5). Duties include:[27]

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

Brigade – The Mobility Officer and noncommissioned officer (NCO) works in the battalion or brigade logistics staff section but routinely coordinates with the battalion or brigade operations staff officer (S-3). Duties include the following:[28]

- Advising commanders and staffs on deployment and distribution processes, procedures, and issues.
- Planning and coordinating deployments and redeployments.
- Assisting in the preparation of deployment and redeployment plans, orders, and standard operating procedures (SOPs).

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[27] Army Techniques Publication (ATP) 4-16. *Movement Control.* Department of the Army. Washington, D.C. 25 April 2022.

[28] Army Techniques Publication (ATP) 3-35. *Army Deployment and Redeployment.* Department of the Army. Washington, D.C. 9 March 2023.

- Developing, coordinating, and monitoring deployment training for unit movement officers (UMO), TC-AIMS II operators, air load planners, hazardous materials certifiers, and unit load teams.
- Reviewing company and battalion input into TC-AIMS II.
- Providing accurate unit movement data to the joint planning and execution community to influence the TPFDD.
- Coordinating with installation activities for deployment support.
- Assisting commanders with planning and conducting operational maneuver.

Note, some RC units do not have mobility officers. In those instances, other units and civilian personnel perform mobility tasks.

Unit Movement Officer[29]

In each company-sized (troop, battery, squadron, or detachment) unit, a UMO and an alternate UMO must be appointed. (A senior non-commissioned officer may be appointed.) These individuals must be trained and thoroughly familiar with:

- Service or Major Command mobility planning, unit movement planning; and military traffic management regulations
- Organization structure (e.g., Air Force, Army, and terms pertaining to air and/or surface operations)
- Transportability of the unit's organic equipment and cargo
- Characteristics and capabilities of the type of asset the unit requires (e.g., containerized cargo requiring flatcars versus box cars, C-5/C-17 aircraft versus C-130, container ship versus cargo and/or Roll-On/Roll-Off ship)
- Hazardous materials certification process
- Contents of this regulation (Defense Travel Regulation [DTR] 4500.9-R)[30]

Commanders assume responsibility for preparing their units for movement and assign UMOs to assist with this task. UMOs must know the unit's mission and the commander's intent to appropriately plan, coordinate, and execute deployments. The UMO assembles and maintains unit movement plans and documentation, prepares the unit for movement, creates the unit's equipment list, and supervises the outload of the unit. The UMO is responsible to periodically review movement plans to ensure their data is accurate. The UMO should not be an Executive Officer (XO). The XO should oversee actions during all phases of deployment but should not personally execute those actions. (See Chapter 3 for information on UMO role and responsibility training.)

Deployment Planning Activities and Tasks

Deployment planning activities and tasks include all actions required for the deployment of forces up to the point of their integration into the responsible commander's formation. The

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[29] Ibid.

[30] Defense Transportation Regulation. DTR 4500.9-R. Part III Mobility. III-A-1. Appendix A. Unit movement officer. 17 October 2024.

operations plan/order courses of action (COAs) outline the scheme of employment and force requirements to accomplish the assigned mission.[31] Commanders and their planners must complete pre-deployment planning activities to successfully move to their designated port of embarkation (POE). Units perform many deployment tasks in coordination with the installation. This links the installation and unit deployment efforts to the overall strategic movement. Table 2-2 is a sample unit deployment planning and predeployment task list with responsible organizations, units, and personnel. See Appendix A for a standard list of deployment planning tasks. See Appendix B for leader's deployment planning tasks.

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[31] Ibid.

Table 2-2. Example of a Unit's Deployment Planning Tasks Through Predeployment Activities Tasks.[32]

Section/Lift	Tasks	RLD	RESPONSIBILITY
Pre-execution Tasks	Initial Planning Conference (IPC) (If applicable, not required for JRTC and NTC)	365	UNIT
Pre-execution Tasks	Identify UMOs (Primaries/Alternates), HAZMAT, Airload Certifiers, Pallet/Rail Team Personnel	365	UNIT
Pre-execution Tasks	Brief Unit Deployment Timeline in weekly BUB	180	CTO/DTO/UNIT
Pre-execution Tasks	Order HAZMAT Labels/Documtation for Movement (if applicable)	150	UNIT
Pre-execution Tasks	Order Blocking, Bracing, Packing, Crating and Tiedown (BBPC&T) Materiel (200 series locks for sensitive containers) (cable seals/ bolt seals) for Movement	150	UNIT
Pre-execution Tasks	Pre-inspection of all containers for transportability	150	UNIT/LRC
Pre-execution Tasks	Identify shortfalls and damaged containers for repair /replacements	135	UNIT
Pre-execution Tasks	Update TC-AIMS II Organization Equipment List (OEL) (All rolling stock and containers)	120	UNIT
Pre-execution Tasks	Verify Strategic Air and Sea Requirements	120	G5 JOPES/DTO/ UNIT
G4 Touch Point	Has the Unit set conditions for deployment - Do they need additional ULNs	120	CTO/DTO/UNIT
Pre-execution Tasks	Request additional Unit Line Numbers (ULN) to support	120	G5 JOPES/DTO/ UNIT
Pre-execution Tasks	Create TC AIMS II Plan	115	LRC
Pre-execution Tasks	Contact DOL DODACC manager for deployed DODAACS (As required)	90	DTO/UNIT
Pre-execution Tasks	Develop movement plan to include personnel requirements for equipment transport from motorpool to LRC, Transportation Inspection Points & Scales (TIPS) and Port Support Activity (PSA)	90	UNIT/LRC
Pre-execution Tasks	Verify Rail/Commercial Linehaul/Military Convoy requirements	90	DTO/UNIT/LRC
Surface Movement	Schedule container Inspections	90	UNIT/LRC
Surface Movement	Request .PRI file from FORSCOM	90	LRC
Surface Movement	Complete UDL and assign surface ULNs in TC-AIMS for all surface moves	75	UNIT/LRC
Surface Movement	Export UDL from TC-AIMS to FORSCOM COMPASS Office *UDL is LOCKED	75	LRC
Surface Movement	Submit UDL to SDCC for cost estimate (Required for Funds Verification & Use Authorization (FVUA)	75	UNIT/LRC
Surface Movement	Submit FVUA to III Corps G4 CTO for Surface Movement	75	G4/UNIT/LRC
Surface Movement	Export Integrated Booking System (IBS) report from TC-AIMS	65	LRC
Surface Movement	Complete and submit Export Traffic Release Request (ETRR) to SDDC	65	UNIT/LRC
Surface Movement	Submit movement plan (by priority) and equipment density to LRC to schedule TIPS	65	UNIT/LRC
Surface Movement	Validate SURFACE ULNs in JOPES	60	DTO
STRAT Air Movement	Request .PEI file from FOSCOM	60	DTO/UNIT/LRC
PAXMovements (JOPES)	Complete PAX Force Flow (TORCH, ADVON, MBs) and assign ULNs	60	UNIT/LRC
STRAT Air Movement	Complete UDL for all Strategic Air moves (.PEI Required)	50	UNIT
STRAT Air Movement	Assign ULNs to UDL in TCAIMS	50	UNIT/LRC
STRAT Air Movement	Export UDL from TC-AIMS to FORSCOM COMPASS Office *UDL is LOCKED	50	G4/DTO/UNIT/LRC
PAXMovements (JOPES)	Request .PEI file from FORSCOM/PACOM/EUCOM	50	LRC
Late Deployers/Replacement PAX	Submit ULN Request O-6 Memo to G5 JOPES for review and submit to FORSCOM	50	UNIT
STRAT Air Movement	Build Air Load Plans and HAZDIPs, DTO review and submit to FORSCOM	47	G4/UNIT
Pre-execution Tasks	Container / Custom Inspections scheduled and published to the unit	45	DTO/UNIT/LRC
STRAT Air Movement	Build A21 requests	45	UNIT
G4 Touch Point	Has the Unit set conditions for deployment - UDL Changes	45	CTO/DTO/UNIT

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[32] Hodge, Erik. Chief Warrant Officer 2. XVIII Airborne Corps. Office of the ACofS G4. May 2023.

Prepare N-Hour Sequence List

"N-hour is the time a unit is notified to assemble its personnel and begin the deployment."[33] An N-hour sequence list is an essential tool to guide units from the planning phase through the predeployment activities phase. The list should include activities supporting organizations and personnel perform prior to the N-hour. Appendix D is a notional N-hour sequence list that a unit can modify to fit a deployment operation.

Plan for Army Pre-Positioned Stocks

Units assigned Army pre-positioned stocks (APS) equipment must be prepared to draw the bulk of their equipment in theater. All unit personnel and a minimum amount of unit equipment deploy from home station via strategic airlift. To-accompany-troops (TAT) equipment typically includes radios, individual weapons, tools, and other items. Appendix E provides an APS checklist to guide units from planning to execution. See Army Techniques Publication (ATP) 3-35.1[34], *Army Pre-Positioned Operations*, 28 November 2022 for detailed information on the location of APS sites and the processes used to draw and turn-in equipment.

Plan Node Operations

Node operations are essential to the deployment process. Units process cargo, equipment, and personnel for movement to a specific node. Examples of a node are seaport terminal, airport, rail yard, marshalling yard, or motor pool. Units should anticipate tasks to support node operations and include allocation of required personnel in their deployment plans. Understanding the layout and processes is important in the training of personnel assigned to support that node. Appendix F is notional layouts and processes of different types of nodes.

Prepare and validate unit movement plans, standard operating procedures, and movement binders

To meet contingency support requirements, units develop movement plans and standing operating procedures (SOPs). An effective movement plan contains sufficient detail to prepare units to execute strategic deployments. The unit deployment SOP is a document outlining functions that should occur automatically upon notification of a deployment. In addition to movement plans and SOPs, units often maintain movement binders.

Appendix G is a movement planning checklist. Appendix H is a list of references to assist with planning unit movements.

Effective deployment movement plans define responsibilities, functions, and details for each part of a unit deployment from fort to in theater reception. They contain SOPs, UDLs, and other annexes directed by the commander or a higher headquarters. Movement plans require substantial coordination and support from all levels in the chain of command. They incorporate lessons learned from previous moves and exercises that proved effective.

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[33] Field Manual 3-99. *Airborne and Air Assault Operations.* Department of the Army. 6 March 2015.
[34] Army Techniques Publication (ATP) 3-35. *Army Deployment and Redeployment*. Department of the Army. Washington, D.C. 9 March 2023.

The deployment binder (Battle Book, Smart Book) documents how the commander accomplishes the mission in the specified area of operations. The binder should include the tasks and responsibilities for the unit during all phases of the deployment process. Recognizing and adhering to security/classification requirements, the deployment binder should include the following specific deployment items (as allowed and applicable):

- Pertinent information from the OPLAN and the TPFDD.
- Information and photographs/schematics concerning the layout and facilities/capabilities of the ports of debarkation.
- Maps of convoy routes within the area of operations, to include critical areas that the unit will pass through enroute to its employment location.

Validate Installation Deployment Support Plan

The Installation Deployment Support Plan (IDSP) is a working document that provides an overview of the synchronized deployment processes, policies, events, and activities on and off the installation. "The IDSP also includes resources, personnel, and organizations that are necessary for deployment planning and execution."[35]

Units should review deployment documents periodically to ensure they remain current. Unit standard operating procedures (SOPs), movement plans, installation SOPs and the IDSP identify support requirements. These documents provide detailed information and facilitates an efficient deployment. For example, types of support available, mentioned in the IDSP, could include who provides support when required, equipment inspection requirements, maintenance, property transfer, and loading. The IDSP also can include assistance in the staging areas, help with life support, materiel handling equipment/container handling equipment (MHE/CHE), and how to obtain containers to move supplies and equipment. Review the installation IDSP and unit SOP for a detailed listing of support requirements. It is important for all unit personnel to become familiar with its contents. Units should review deployment documents periodically to ensure materials are current.

Programs to Evaluate Unit Deployment Readiness

Readiness is "the ability of military forces to fight and meet the demands of assigned missions."[36] Readiness is the "ability of the Joint Force to meet immediate contingency and warfighting challenges while preparing for future challenges."[37] Deployment readiness, although not a doctrinal term, is a key indicator of unit and total Army readiness in support of the national military strategy. Related processes and programs enable units to measure and monitor deployment readiness and focus resources to prepare and train for deployment. Processes include unit recall, Soldier Readiness Processing (SRP), and Unit Status Reporting (USR). Programs include CDDP, Deployment Excellence Award (DEA), DRE, and EDRE.

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[35] Army Techniques Publication (ATP) 3-35. *Army Deployment and Redeployment.* Department of the Army. Washington, D.C. 9 March 2023.

[36] Office of the Chairman of the Joint Chiefs of Staff. *Dictionary of Military and Associated Terms*. April 2024.

[37] The Chairman of the Joint Chiefs of Staff Instruction 3100.01E. *Joint Strategic Planning System.* 21 May 2021.

Command Deployment Discipline Program

The CDDP is a commander's tool designed to evaluate, enhance, and maintain unit deployment readiness. Commanders can conduct CDDP evaluations with internal staff or with evaluators who are specifically requested from higher headquarter (for a formal inspection) or from another unit (for an informal inspection) or provided as part of the Command Inspection Program. At the commander's discretion, the local inspector general can conduct inspections using a more systemic methodology. This will assist in determining root causes for problems identified through the CDDP. Effective deployment readiness discipline requires proactive command emphasis, training, and enforcement. CDDP training will also enhance redeployment operations. See the Deployers Toolbox for details on CDDP.[38] (See Appendix M for a sample of a CDDP implementation memo (the last annex of the sample movement plan) and Appendix N for a sample of a CDDP SOP.)

Deployment Readiness Exercise

Commanders must ensure that all personnel are trained and prepared for deployment, with an emphasis on key individuals and elements assigned special deployment duties. Units that do not participate in regular large-scale exercises must find alternate training methods to ensure deployment readiness. Training should be well-planned, realistic, and focused on segments of the deployment operation, especially for key personnel. The DRE provides an ideal way for commanders to train and assess their unit proficiency. For example, a DRE can allow for testing the load plan of an entire unit or of any specific vehicle in that unit. It can also help facilitate a review and/or assessment of the IDSP. The Deployers Toolbox has more details on DRE.

Emergency Deployment Readiness Exercise[39]/[40]

An EDRE is an exercise to execute (in whole or part) an active component unit's (company level or higher) deployment plan. Each year, FORSCOM selects units to participate in EDREs. These EDREs provide an invaluable assessment of deployment plan strengths and weaknesses to commanders at all levels. To make EDRE training realistic and effective, commanders must do the following:

- Generate a unit deployment list (UDL).
- Ensure that units physically load everything needed for deployment.
- Ensure their unit adheres to proper packing and documentation procedures. This allows the identification of potential problems and ensures they have the amount of materiel required. Commanders can simulate some procedures if the exercise does not extend outside of the unit's home installation.

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[38] Toolbox at https://armyeitaas.sharepoint-mil.us/sites/TR-SCoE-DPMO.
[39] Army Techniques Publication (ATP) 3-35. *Army Deployment and Redeployment.* Department of the Army. Washington, D.C. 9 March 2023.
[40] Department of the Army Pamphlet 525-93. *Army Deployment and Redeployment Processes and Procedures.* Department of the Army. 6 October 2023.

- Use external evaluators with technical expertise to participate and provide a comprehensive report.
- An EDRE can identify issues related to:
  - Support personnel
  - Maintenance assistance teams
  - Mess support, security
  - Port support activity (PSA)
  - Arrival/Departure Airfield Control Group (A/DACG)
  - Marshaling and staging area operations

A successful EDRE gives each command level the opportunity to experience the challenges associated with equipment readiness and equipment transfers in deploying units. A short notice deployment may require a unit to obtain equipment from other sources on the installation.

Deployment Excellence Award (DEA)

After a unit EDRE, evaluators can recommend units for the DEA based on their performance. The Deployment Excellence Award (DEA) program recognizes units for accomplishments that excel in deployment operations.[41] The objective of the program is to enhance unit deployment skills proficiency and readiness, share innovative deployment initiatives, and capture deployment training trends.

Lessons Learned

Planners at each level must pay close attention to prescribed deployment guidance. This enables units to maintain continuity of deployment operations, despite changes in personnel and schedules.

Lessons learned from deployment operations indicate that active component units (and components 2 and 3 units when on Title 10 orders) must refine and regularly update their tasks for their N-hour lists to account for all implied tasks.

Proper mission command enables planning for deployment operations without imposing unwarranted limitations. This is especially critical when planning for deployments in support of large-scale combat operations. A recurring theme during deployment exercises and operations is the need for units to use backward planning. This planning framework enables units to plan and sequence employment requirements in theater and synchronize deployment activities at point of origin.

Unit movement officer (UMO) proficiency is key to successful deployment operations.[42] Yet some UMOs are not engaged in routine activities that maintain proficiency to prepare and deploy their units. For example, routinely maintaining the unit's movement binder or continuity books that include appointment orders, training certificates, recall rosters, OEL, transportation requests,

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[41] Army Regulation (AR) 525-93. *Army Deployment and Redeployment.* Department of the Army. 6 November 2023.
[42] Field Manual (FM) 4-01.011. *Unit Movement Operations.* Department of the Army. Washington, D.C. 31 October 2021.

and BBPCT requirements. In addition to the UMO certification course, routine involvement in the CDDP is necessary to maintain proficiency. DREs and EDREs are excellent programs for UMO and unit training.

Chapter 3

Predeployment

Overview

Units that successfully execute deployment focus intently on efficient execution of their predeployment activities and master actions that prepare the force for deployment. They continuously hone execution of the constant, ongoing activities and tasks they perform at home station before deployment, and after receiving warning or alert order notification. Predeployment activities include deployment planning, unit and team deployment training, readiness validation, and Soldier readiness processing. Mobilization can occur simultaneously with the predeployment activities phase before execution of Title 10 orders. A unit that executes a smooth deployment executing efficiently and timely can attribute its success to solid cohesive predeployment activity planning and faultless execution from all participants (deploying unit, supporting units and installation staff).

> An emphasis on deployment-related tasks drives unit training schedules to allocate time and resources to practice mission METs [mission essential tasks] associated with the deployment process. Home-station readiness results are measurable and depend on the following certainties. Leader presence matters… Deployment must be practiced at a realistic pace… Data must be accurate… Rail safety is important… Help is available…
>
> Maj. Gen. Kurt J. Ryan[43]

Effective Execution of Predeployment Activity and Tasks

Predeployment activity tasks cover requirements that, when accomplished, enable success and transition to the movement phase. Appendix I is a list of tasks that guides units through phase II. Appendix J is a list of documents and tasks that units must complete, if applicable, during deployment operations.

Predeployment Activity Planning

Predeployment planning and fort-to-port activities vary between Reserve Component (RC) and Active Component (AC) units. This is because of the intricacies of each state mobilization, the multitude of locations from which each RC unit must travel, and the range of training readiness.

The Army uses power projection platforms (PPPs), mobilization force generating installations (MFGIs), and designated ports, to decrease the variables in fort-to-port operations, allowing units to train more effectively on a smaller set of tasks. Lift capabilities, port capabilities, and throughput factors can all vary based on availability, distance, location, and theater.

Movement Planning

Movement planning occurs at both the unit and strategic levels during predeployment activities and mobilization. Strategic movement planning primarily involves scheduling air and sea movements, including lift assets from the installation or home station to the port of embarkation

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[43] Army Sustainment. March – April 2018. page 32-33.

(POE) and port of debarkation (POD). Unit movement planning involves the unit preparation of personnel and equipment for movement from the installation or home station to the POE for loading onto a strategic lift platform. Units may need to plan convoy operations to move cargo and equipment to the POE. See ATP 4-11, *Army Motor Transport Operation*, for details on convoy operations.

Training[44]

Unit training drives the Army's effort to remain strategically responsive by developing the mental agility and knowledge required for strategic responsiveness which increases the speed of combat power projection. Units train in peacetime to meet unit and individual training requirements for deployment operations. Installation training exercises the necessary functions and actions required to facilitate unit movement.

Installation Training[45]

Repetitive training is essential for success. Effective predeployment activities and fort-to-port deployment activities rely on centralized planning and decentralized execution based on the IDSP. Installation and fort-to-port deployment activities are labor intensive and demanding, especially when they occur simultaneously. Simultaneous actions include:

- Establishing an emergency operation center (EOC).
- Establishing rail and commercial truck operations.
- Initiating a port support activity (PSA) if required by the mission. (See Table 3-1. PSA Task List)
- Initiating Arrival/Departure Airfield Control Group (A/DACG) operations.
- Establishing a convoy support center, if required.
- Establishing port liaison teams.
- Initiating automatic identification technology (AIT) plans.

Unit Readiness Training

Deployment training and readiness are vitally important to facilitate the movement of combat ready forces globally whenever and wherever there is a requirement. AR 525-93, *Army Deployment and Redeployment*, outlines three programs that provide deployment training, help assess deployment readiness, and give commanders the ability to practice deployment operations: DRE, CDDP, and DEA. Use the following handbook appendices in conjunction with DA PAM 525-93 *Army Deployment and Redeployment Processes and Procedures*, as aids to conduct deployment training, assess deployment readiness, and perform activities, actions, and tasks necessary for successful deployment:

- Appendix L - CDDP/DRE/EDRE Unit Inspection Checklist
- Appendix M - Sample CDDP SOP

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[44] Army Doctrine Publication (ADP) 7-0. *Training.* Department of the Army. Washington, D.C. 29 April 2024.

[45] Army Technical Publication (ATP) 3-35. *Army Deployment and Redeployment.* Department of the Army. Washington, D.C. 9 March 2023.

- Appendix N - Sample Unit Movement Plan

Collective Training[46]

Collective deployment training incorporates the knowledge, skills, attitudes, abilities, and command emphasis needed to make deployment a reflex activity executed with precision. Unit commanders must aggressively train deployment and redeployment METL tasks to gain proficiency. These duties include unit loading teams, hazardous cargo certifying officials, and air load planners (specific duties addressed in individual training paragraph). The CDDP, DEA, DRE, and EDRE programs offer opportunities to train units in all phases of the deployment process. See Chapter 1 of this handbook for more on collective training.

Collective Task	Supporting Task
Conduct planning activities.	• Organize PSA based on mission and mode of transport (ship/train) equipment list.
Report to the port operator.	• Identify life support requirements.
Receive and stage unit equipment in SPOD/rail terminal equipment holding area.	• Implement and refine the traffic flow and the equipment holding area used for each ship/train. • Assist in breaking down blocking/bracing and tie down material. • Supervise movement of cargo from ports/rail terminal to equipment holding area. • Conduct RFID tagging. • Stage equipment.
Serve as vehicle/equipment operators.	• Ensure the licensed operators are available to stage equipment. • Operate all vehicles safely.
Assist the port operator with cargo accountability.	• Document as required by the port operator. • Provide equipment information list.

Table 3-1. PSA Task List[47]

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[46] Army Doctrine Publication 7-0. *Training*. Department of the Army. Washington, D.C., 29 April 2024.
[47] Komanetz, Joseph D. Major. bid. *Synchronizing the Seaport*. Army Sustainment. November-December 2018.

Unit Loading Teams Training[48]

The unit should have an appropriate number of personnel (minimum of 20 percent of unit assigned strength) trained in vehicle preparation and aircraft and rail loading/unloading techniques. Specific skills required include:

- Preparing and activating vehicle load plans.
- Preparing vehicles for shipment (purging, protecting fragile components, weighing, and marking for air and rail movement).
- Executing aircraft and railcar tiedown procedures.
- Loading and unloading unit vehicles on aircraft and railcars.
- Palletizing cargo on 463L pallets.

The composition of each load team is specific to the type and quantity of equipment identified for loading and the time available. In general:

- For rail movements, a well-trained team of five operators, using prefabricated tiedown devices, can complete loading/lashing of equipment on a flatcar in approximately 15 minutes.
- For air movement, loading times may be more dependent on the type of aircraft, equipment to be loaded onboard, and instructions from United States Air Force personnel (USAF Loadmasters). A six-person team per aircraft is recommended to provide efficient loading and tiedown of equipment.
- Each UMO should have a list of references that provide help and direction on the loading of equipment. Readers can find these on the Military Surface Deployment and Distribution Transportation Engineering Agency (SDDCTEA) website. The Deployers Toolbox also contains links to references, interactive tools, and guides to assist UMOs and other users with common access cards.

Individual Soldier Training[49]

Units should meet requirements and train Soldiers to meet mission deployment standards. Each command has specific requirements and policies for appointing and training personnel in these positions. In addition, many CONUS and OCONUS commands and installations maintain a capability locally to provide deployment training. Individual soldiers should accomplish, at a minimum, the following standardized Army training before deployment:

- An Army Combat Fitness Test (ACFT) within the last 6 months. (A Soldier who has not successfully completed the ACFT may still be deployable, subject to command review.)
- Code of conduct training within the last 12 months.
- Survival, escape, resistance, and evasion (SERE) training specific to the deployment destination.

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[48] *Unit Rail Team Training Program for Loading and Off-Loading Rail Cars* (Rail Training Support Package (TSP). U.S. Army Transportation School. 29 February 2024.
[49] DoD Instruction 1322.32(C1). *Pre-Deployment Training and Theater-Entry Requirements.* 25 August 2021.

- Weapons qualification per DA Pam 350-38, *Standards in Weapons Training*, within the last 12 months.
- Subversion and espionage directed against the U.S. Army and deliberate security violations (SAEDA) training within the past 12 months.
- Antiterrorism Level 1 Training
- Law of War (Law of Armed Conflict) training within the past 12 months.
- Driver's training for destination country.
- Mobilization briefing.
- Intelligence briefing.
- Legal briefing.
- Theater or mission specific training as defined by the supported combatant commander.

Soldier Readiness Processing[50]

Commanders of deploying units must have a formal review process in place to ensure Soldiers meet readiness requirements. Army Regulation (AR) 600-8-101 *Personnel Readiness Processing* and DA PAM 600-8-101 *Personnel Readiness Procedures* provide specific readiness procedures and requirements for Soldier Readiness Processing (SRP). Unit responsibilities include:

- Maintaining and updating personnel rosters. Rosters should identify shortages and non-deployable personnel. Units use this data for readiness reporting and strategic deployment manifesting. Leaders should ensure that updated rosters identify each element of the moving unit prior to movement.
- Leaders should identify and out-process non-deployable personnel, including those not military occupational specialty (MOS) qualified. Non-deployable screening should be in accordance with applicable personnel regulations and command directives. AR 614-30 *Overseas Service*, and AR 220-1 *Army Unit Status Reporting and Force Registration - Consolidation Policies*, outline personnel availability criteria. Resolving Soldier financial problems with the supporting financial institution. Resolving Soldier legal issues through supporting Office of the Staff Judge Advocate (for example, wills, powers of attorney, insurance, family support and custody issues).
- Ensuring each Soldier has an accurate and current common access card (CAC).
- Ensuring deploying personnel prepare a DA Form 3955 (Change of Address and Directory Card) for mail forwarding.

In addition to unit responsibilities, the supporting installation or area command normally establishes SRP checks before and as a part of the deployment process. See Appendix K for the Readiness and Deployment Checklist and associated instructions. These checks include personnel records, finance, legal, medical, dental, security, and unit ministry support.

Specialty skills: Individual training required to facilitate unit movement.

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[50] Army Regulation 600-8-101. *Personnel Readiness Processing.* Department of the Army. Washington, D.C. 3 June 2018. and Department of the Army Pamphlet 600-8-101, *Personnel Readiness Procedures*. Department of the Army. Washington, D.C. 3 June 2018.

Container Control Officer and DoD certified container inspector training[51]

The container control officer (CCO) is a designated official, Staff Sergeant [E6] or above (or civilian equivalent), within a command, installation, or activity. This official is responsible for control, reporting, use, and maintenance of all Department of Defense (DoD) – owned and-controlled intermodal containers and equipment from the time received until dispatched.[52] The CCO's greatest responsibility is conducting and assisting in inventories of containers within an area of responsibility through the chain of command to the Country Container Authority (CCA). The CCO must obtain access on the Joint Container Management System (JCMS), which is the authoritative source for container ownership. Registration for a JCMS account is under the Business Support and Container Management within the Transportation Enhanced Access Management Services portal website.[53]

Training is available to become a DoD certified container inspector. Upon certification from the course, inspections and reinspections must be with Inspection Criteria for International Organization for Standardization (ISO) Containers and Department of Defense Standard Family of ISO Shelters, MIL-STD-3037. CCOs receive certification through the Intermodal Dry Cargo Container (Container Safe Certification [CSC]) Reinspection Course conducted by the U.S. Army Defense Ammunition Center in McAlester, Oklahoma. Contractors may also attend. Students attend this course resident or the computer-based course. DoD certified container inspectors must recertify every 48 months through the completion of the resident or computer-based training course.

Unit Movement Officer Training[54]

To become effective, in addition to attending the mandatory UMO course, the UMO should become familiar with Air Force and Army airlift operations; the transportability of organic unit equipment; the characteristics and capabilities for the types of vessels, aircraft, or railcars the unit may use to deploy; and highway, rail, and port operations. The UMO course provides specific references for characteristics and capabilities of the various transportation assets (aircraft, railcars, and ships) and contains information for planning mode operations. The UMO reference material for transportability of organic unit equipment can be found in Military Surface Deployment and Distribution Command Transportation Engineering Agency (SDDCTEA).

The UMOs' Training Should be Tailored to Enable the Accomplishment of the Following Roles, Duties, and Responsibilities:

- Prepare and maintain unit movement plans.
- Prepare and maintain the OEL and other documentation needed for unit movements.
- Prepare the UDL.

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[51] Army Techniques Publication (ATP) 4-12. *Army Container Operations.* Department of the Army. Washington, D.C. 12 February 2021.

[52] see Joint Publication 4-09, *Distribution Operations.*
[53] <https://eta-teams.transport.mil/teams/login>
[54] Russel, Ryan L. Captain. *Simplifying Unit Movement for the Inexperienced.* Army Sustainment. 22 October 2018.

- Change and submit unit movement data (UMD) as required by the Army command and/or ASCC.
- Supervise the preparation and execution of unit load plans.
- Coordinate with higher headquarters and support activities on unit movements.
- Coordinate logistics support for the move.
- Maintain approved copies of all unit load plans.
- Establish and train unit loading teams.
- Leaders should ensure the unit has access to personnel with authorization to certify hazardous material (HAZMAT) cargo.

UMO Role		
The UMO is critical to ensuring unit movement requirements (Soldiers and equipment) are prepared, documented, accurate and expressed in transportation terms (JOPES or TC-AIMS II) in accordance with movement criteria as specified in transportation policy, OPLANS and Army and FORSCOM regulations.		
UMO Appointment Criteria		
Two per company	Appointed in writing by commander	Officer or Sr. NCO (E6 or above) Note, some RC units do not have authorizations for E6 or above personnel
Trained in a school	Have at least one-year retainability	Possess a Secret security clearance
Knowledge of unit (preferred)		
UMO Responsibilities		
Plan, prepare, maintain, and execute unit movement plans by all modes (rail, sea, air, and vehicle)	Test unit movement plans to validate movement requirements	Maintains proficiency in use of TC-AIMS II
Ensure packing lists are properly prepared	Prepare requests for convoy clearances and special hauling permits	Coordinate and conduct unit movement training (train unit load teams)
Ensure all cargo is properly documented in TC-AIMS II	Ensure information on RFID tags and MSLs is accurate.	Ensure convoy vehicles are properly marked
Coordinate with HQ, SDDC, ITO/LRC for operational and logistical support as required	Maintain a Unit Deployment Binder	Ensure RFID and MSLs are properly attached to vehicles, equipment and 463L pallets
Ensure appointment orders and training certificates for UMO alternate, load teams and HAZMAT personnel are current and available	Thoroughly familiar and knowledgeable with joint and service deployment and movement references	

Hazardous Cargo Certifying Official Training[55]

Each unit (company/detachment level) requires at least two individuals (a primary and alternate) to certify hazardous cargo. The hazardous cargo certifying official is responsible for ensuring the shipment is properly prepared, packaged, and marked. The certifying official is also responsible for personally inspecting the hazardous cargo and signing the HAZMAT documentation. Hazardous cargo certifiers must receive training within the previous 24 months at a DoD-approved school on applicable regulations for all modes. After successfully completing their training, they can certify HAZMAT documentation for commercial and military truck, rail, sea, and air movement. Certified personnel also require refresher training every two years to continue certification of hazardous cargo for movement.

HAZMAT technical specialists that complete training from HAZMAT certifiers have authorization to certify limited types of HAZMAT and selected transportation modes as described by each service.[56] Commanders must designate these individuals in writing and annotate that they have received HAZMAT training within the previous 24 months. Technical specialists are also responsible for ensuring the unit properly prepares, packages, and marks each shipment. They must also inspect each item for certification and sign the HAZMAT documentation.

Air Load Planners Training[57]

Unit leaders appoint air load planners that have received training in preparing, checking, and signing unit aircraft load plans.[58] The United States Air Force offers an Airlift Planners Course to train personnel in the planning and execution of airlift operations. Course requests can be processed through Army Training Requirements and Resources System (ATRRS).[59]

Predeployment Planning Lessons Learned

During the predeployment activities phase, personnel roles, responsibilities, and authorities, enable deployment operations. Some roles include responsibility for quality assurance and quality control (QA/QC) requirements. Assessments of deployment operations indicate that the lack of QA/QC can cause failures in the deployment process. For example, errors in unit movement data or not utilizing the sensitive items chain of custody process can cause cargo and equipment to become segregated in the frustrated cargo holding area. Units and installations that regularly conduct QA/QC at critical points during the deployment process minimize the number of issues with frustrated cargo.

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[55] Defense Transportation Regulation – Part III. *Mobility*. I II-J-1. Appendix J. Hazardous Materials (HAZMAT). 12 August 2024.

[56] See Technical Manual (TM) 38-250, *Preparing Hazardous Materials for Military Air Shipment*, and DoD Regulation 4500.9R, *Transportation and Traffic Management*, Part II, for further details.

[57] Defense Transportation Regulation – Part III. *Mobility.* I II-J-1. Appendix B.

[58] See Defense Transportation Regulation (DTR), Part III, *Mobility*, paragraph C-D for further information.

[59] Course title: Air Load Planners Course [ALPC]; Air Load Planners Certification Course [417-Air Load Planner]; Air Load Planners course (USAF) (ALPC) [ALPC]; Air Load Planners Course [KOR-ALPC]

Significant challenges exist when Unit Movement Officers (UMOs) have inadequate training or certifications. Commanders who place emphasis on training on mission essential deployment tasks at the individual and collective level maintain their ability to rapidly deploy.

Using staging checklists, movement control teams (MCT), rail load plans, and prioritizing personnel are essential elements to a division movement. Ensure proper time allocation for unit-level pre-deployment tasks. At the same time, brigades and battalions must pre-stage equipment to conduct predeployment checklist inspections before movement to deployment nodes. The MCT sustains asset and in-transit visibility for the division at the deployment nodes.[60]

Brigade commander involvement in signing the UDL to identify [bottom-up] force projection priorities will improve mission and movement requirement identification, enabling force projection throughout [RSOI].[61]

Conduct DREs to regularly validate load plans, which must continue, combined with container pack-out exercises. In a particular division, units that had recently completed a DRE, for example, had significantly better results with accurate container and equipment requirement projections. Division commanders must operationalize deployment processes across the division that includes precise intermodal movements, tracked by transportation control number, while running it as a G3/S3 operation and not as an exclusive "logistics" task.[62]

While the deploying unit has an inherent responsibility to adopt best practices from their lessons learned, SDDC's MWO can directly assist units with knowledge of SDDC deployment requirements, Army-wide deployment systems, and strategic movement timeline benchmarks. While not all inclusive, deploying units will have less difficulty in the deployment planning and execution process by emphasizing the following:

- Establish a resilient command deployment discipline program with a benchmark to maintain a unit's readiness when personnel turnover occurs.
- Coordinate planning with SDDC representatives at the seaport no later than D-180 when timelines permit.
- Certify unit movement data accuracy within an organizational equipment list (OEL) submission against Computerized Movement Planning and Status System. Accuracy with OEL data drives the UDL validation. Late UDL validation delays obtaining proper fort-to-port conveyances and the actual deployment vessels. This endangers meeting the port call order and deployment timelines.
- Enter and assign or associate all secondary loads in Transportation Coordinator's Automated Information for Movements System II.
- Declare the hazardous (DD 2890) cargo alongside submission of the export traffic release request and funds verification and use authorization.

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[60] Mayor, Matthew N. Major. *Force Projection*. Army Sustainment. 50. no 2. April – June 2021.
[61] Ibid.
[62] Inspection Criteria for International Organization for Standardization (ISO) Containers and Department of Defense. Standard Family of ISO Shelters AMS. MIL-STD-3037. 27 January 2017.

- Provide the solicitation for domestic rate routing request (DD 1085) through SDDC HQ commercial rail or linehaul no later than Available Load Date minus 60 days.
- Understand friction points at seaports of embarkation (SPOE)/seaports of debarkation (SPOD). For example, weather (wind and rain) destroys paper-based military shipping labels (MSL), often requiring units to reprint once the equipment arrives at port. Unit level purchase and use of Mylar MSLs to protect the scanned data in all weather conditions improve equipment processing efficiencies.
- Submit all sensitive items (DD 1907) and safety of life at seas memos no later than a week before cargo arrives at the SPOE/SPOD.
- Identify the right leadership and port support activity workforce to assist with cargo accountability, correct documentation, and maintenance issues.[63]

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[63] Olsen, Tyler D. Lieutenant Colonel. and Aluqdah, Sidiq. Chief Warrant Officer 2. *Strategic Sustainment.* Army Sustainment 53. number 3. Summer 2022.

Chapter 4

Movement

Overview

The movement phase of the deployment process has two segments, also referred to as legs: fort-to-port and port-to-port. Appendix O contains tasks on which units should train to maintain optimal readiness to plan and execute movement.

> Our nation's readiness for war is critically dependent on our ability to project our forces across the Atlantic and Pacific oceans. To do this, we need ports to move equipment to the point of need.
>
> Maj. Gen. Stephen E. Farmen[64]

Fort-to-Port

This segment begins with synchronized predeployment activities at power projection platforms (PPPs), mobilization force generation installations (MFGIs), and/or home stations to prepare for the movement of cargo, equipment, and personnel to the designated aerial port of embarkation (APOE) or seaport of embarkation (SPOE) for loading on strategic lift platforms. Fort-to-port movements may be via one or more air, sea, or surface (rail or road) modes of transportation. The air mode of transportation to the POE can be military or commercial aircraft. Surface modes of transportation can include commercial line haul or rail or convoy with organic vehicles. The IDSP enables the senior commander to execute fort-to-port movement by synchronizing the efforts of all the entities involved in a deployment operation. The fort-to-port segment of a unit movement ends when loading of the strategic mobility platform (aircraft or vessel) is complete and it departs the POE.

Port-to-Port Movement

Units should use the deployment principles (precision, synchronization, knowledge, and speed) as a framework to assess, manage, and track port-to-fort movement. The port-to-port segment ends upon arrival at the POD and unloading of the strategic mobility platform (commercial contracted/leased or DoD asset).

Strategic Mobility TRIAD

The strategic mobility triad includes the strategic airlift assets, sealift lift assets and prepositioned stocks that are essential for meeting the supported commanders force projection timelines. Historically, 10 percent of materiel sent to a theater arrives by airlift and the remaining 90 percent arrives by sealift. Multiple, possibly conflicting, demands for strategic sealift and airlift may preclude immediate delivery of large amounts of equipment to meet short notice deployments. Army prepositioned stocks, stored at bases and aboard ships around the world, mitigate air and sealift limitations, and play a critical role in rapidly equipping forces deploying for training or in support of unified land operations. They reduce the initial amount of strategic

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[64] Farmen, Stephen E. Major General. Army Sustainment. April – June 2020. page 42.

lift required to project CONUS based forces (port-to-port) and to sustain units until the establishment of air, sea, and ground lines of communication. Commanders should ensure consideration of prepositioned stocks when developing their deployment plans.

Planning Considerations

Planning considerations vary based on the installation's infrastructure and location. Planning for fort-to-port movement includes developing a timely and accurate unit deployment list (UDL). This enables procurement and allocation of assets, such as Department of Defense (DOD) rail cars and contracts with carriers for scheduling labor or conveyances. Changes to the UDL after ordering conveyances can adversely impact the time required for scheduling as well as the movement and available space on appropriate conveyance.

Lessons and Best Practices

Deployment operations repeatedly demonstrate that effective training is a force multiplier. Units with trained and proficient unit movement officers (UMOs), Transportation Coordinators, and load teams, deploy faster and with fewer issues. These include the number of frustrated cargo items at the installation and port, the time expended to process the frustrated items and meet the available to load and ready to load dates at the POE.

During the movement phase, the POE and POD organizations must communicate the types of material handling equipment (MHE) necessary to offload inoperative or oversized vehicles or oversized cargo and equipment. This allows for units to synchronize activities and events at the POD.

"Units should ensure in transit visibility from fort-to-port. They should use an on-site mission command element and share reporting information with the Joint Deployment and Distribution Enterprise (JDDE). Division headquarters enable brigades to project rapidly from power projection platforms. A well synchronized deployment process common operational picture, nested with the United States Transportation Command and shared routinely with Surface Distribution and Deployment Command (SDDC) brigades and battalions, can significantly improve the deployment process. It allows the effective resolution of problems across the JDDE. An adequately manned unit port support activity (PSA), with a mission command element provided by the division and brigade headquarters, greatly improves reporting accuracy during fort-to-port operations.

Units should anticipate and prepare to address all known equipment readiness faults. Broken equipment can adversely affect seaport download and ship upload operations. A robust unit maintenance and recovery element at the seaport should be part of the PSA. Maintainers should know the maintenance readiness status of every piece of equipment departing the power projection platform, along with the required repair parts, to facilitate repair of that equipment before ship stow operations begin.

Units should maintain adequate fuel in each prime mover to facilitate operations at both the SPOE and seaport of debarkation. As a rule of thumb, all departing unit equipment should have three quarters of a tank of fuel and be marked accordingly. If the unit deploys with less fuel than

that, the PSA must provide refueling capability at the SPOE to ensure there is adequate fuel for reception, staging, and onward movement in the gaining theater."[65]

Units that exercise regular deployment readiness exercises (DREs), combined with container pack-out exercises, consistently produce better load plans with accurate projections of container and equipment requirements. Divisions must operationalize deployment processes across all units and conduct precise intermodal movements, which are tracked by transportation control number. The G3/S3 should control unit movement operations and conduct them as an operational task and not as an exclusive "logistics" task.[66]

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[65] Ryan, Kurt J. Major General. *Joint Deployment and Distribution Coordination From the Fort to Port.* Army Sustainment 50. no. 2. March – April 2018.
[66] Mayor, Matthew N. Major. *Force Protection.* Army Sustainment 53. no. 2. April – June 2021.

Chapter 5

Reception, Staging, Onward Movement, and Integration

The Army operates in diverse environments and conducts a variety of operations as part of joint, multinational, or interagency teams. This fact increases the difficulty of RSOI, and reaffirms the need for established procedures, mutually understood relationships, and robust liaison. Army commanders need to understand how best to integrate their forces into the various organizations under which they will operate.[67]

Overview

Reception, staging, onward movement, and integration (RSOI) is the process used to generate combat power during deployment operations. It enables deploying forces (personnel, equipment, and materiel) to meet the geographic combatant commander's (GCC's) operational requirements. It is important to note that reception, staging, onward movement, and integration and theater opening are not synonymous. RSOI is the final phase of the deployment process that brings units back together to enable them to perform their assigned combat mission. Theater opening functions lay the groundwork for a unit's successful reception, staging, onward movement, and integration and sets the initial conditions for effective support and subsequent expansion of the theater distribution network.

The theater Army is responsible for conducting that reception, staging, onward movement, and integration of Army expeditionary forces that deploy into an area in response to a crisis or to conduct large-scale combat or other military operations. Coordinated efforts from strategic, operational, and tactical level organizations are necessary to set the conditions for that reception, staging, onward movement, and integration.

The theater Army executes most of these responsibilities through its assigned theater sustainment command (TSC). See Figure 5-1, for a notional force structure in support of that reception, staging, onward movement, and integration.

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[67] Army Technical Publication (ATP) 3-35. A*rmy Deployment and Redeployment.* Department of the Army. Washington D.C. 9 March 2023. paragraph 5-15. page 5-3.
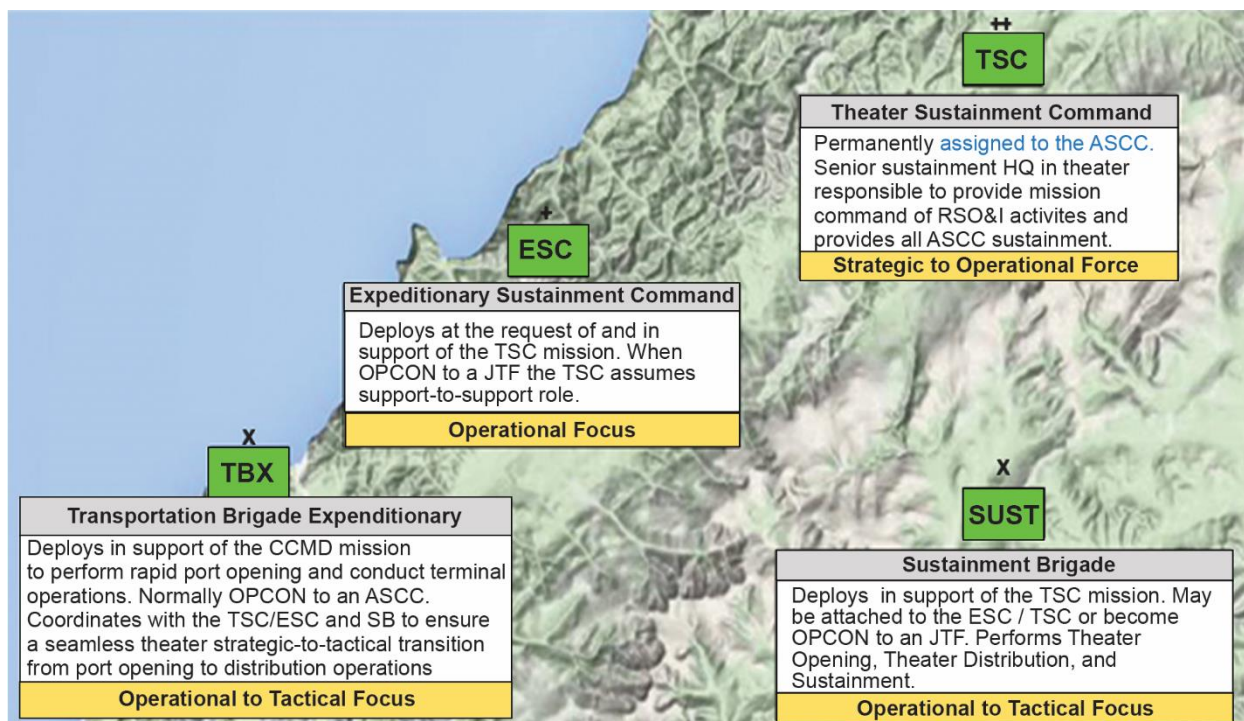
Figure 5-1. Notional Force Structure Construct in Support of that Reception, Staging, Onward Movement, and Integration (RSOI)[68]

RSOI is a process that consists of four major segments.[69]

Planning Considerations

Reception capacity and clearance capability determine reception throughput during port operations. All ports have finite processing and storage space. If personnel and equipment flows are too slow, then the port will become congested and unable to receive forces at the required rate of delivery. Three factors contributing to efficient port clearance are documentation personnel, movement control personnel, and adequate container handling equipment (with qualified operators). Port operators require timely and accurate documentation that includes information on forces and equipment arriving at the theater. Efficient movement control assures smooth flow of those forces and equipment.

Critical Relationships

The Geographic Combatant Commander (GCC) controls the arrival of strategic air and sea lift through an attached United States Transportation Command (USTRANSCOM) element, with USTRANSCOM exercising operational control (OPCON) for deploying forces. USTRANSCOM's Air Mobility Command and Surface Deployment and Distribution Command

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[68] Charity, Don. Unit MTOEs. April 2024.
[69] Army Technical Publication 3-35. 9 March 2023.

(SDDC) manage the aerial and seaports of debarkation where forces arrive. These locations serve as points of interface between USTRANSCOM and the supported theater army.

Reception, staging onward movement and integration activities are the responsibility of the GCC.[70] The theater army exercises OPCON of Army forces undergoing RSOI and routinely delegates reception planning and execution responsibilities to its designated theater sustainment command TSC.

The TSC is normally responsible for RSOI and tasks its subordinate units with specific supporting roles. The TSC establishes and operates ports of debarkation and provides logistics and distribution capabilities for port opening, theater opening, theater surface distribution, theater RSOI support, and supply and personnel functions in support of Army forces.

An attached expeditionary sustainment command (ESC) provides the TSC one or more sustainment brigades, a transportation brigade expeditionary (TBX), and a movement control battalion to support theater opening, theater distribution, and theater closing operations. When attached to a TSC, the ESC exercises command and control (C2) of all assigned and attached units in an operational area. It also plans, coordinates, integrates, and synchronizes sustainment in support of Army forces and, when directed, joint and multi-national forces.

Sustainment brigades (SB) provide command, control, and coordination for theater opening operations. SBs generally have two attached multi-functional combat sustainment support battalions (CSSB) and a petroleum support battalion to enable logistics operations including transportation, maintenance, ammunition, supply, mortuary affairs, aerial delivery, field services, water, and petroleum. The SB task organization <u>frequently</u> includes the TBX from the ESC, adding the capability to establish ports and conduct initial sustainment operations. Typical SB tasks include:
- Manage logistics support in the operational area.
- Conduct reception, staging, and onward movement.
- Conduct distribution operations.
- Conduct expeditionary deployment operations at the brigade level.

The transportation brigade expeditionary (TBX) deploys to a theater of operations to provide C2 for port opening and operation of inland waterway, bare beach, degraded, and improved sea terminals in support of the combatant command (CCMD). The TBX can provide C2 for up to seven terminal battalions (Figure 5-2) that receive, load, discharge, stage and release equipment and materiel to receiving units, while managing control and in-transit visibility (ITV). The TBX operates in all SPOEs and SPODs to:

- Rapidly deploy to establish and maintain port operations.
- Conduct joint reception, staging, and onward movement of cargo.
- Establish and coordinate terminal protection operations.

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[70] Army Technical Publication (ATP) 4-13. *Army Expeditionary Intermodal Operations.* Department of the Army. Washington *D.C.* 21 June 2023.

- Conduct waterborne distribution and logistics-over-the-shore (LOTS) operations.
- Establish and coordinate life support services.
- Contract management for terminal operations.
- Provide container management and joint documentation oversight.[71]
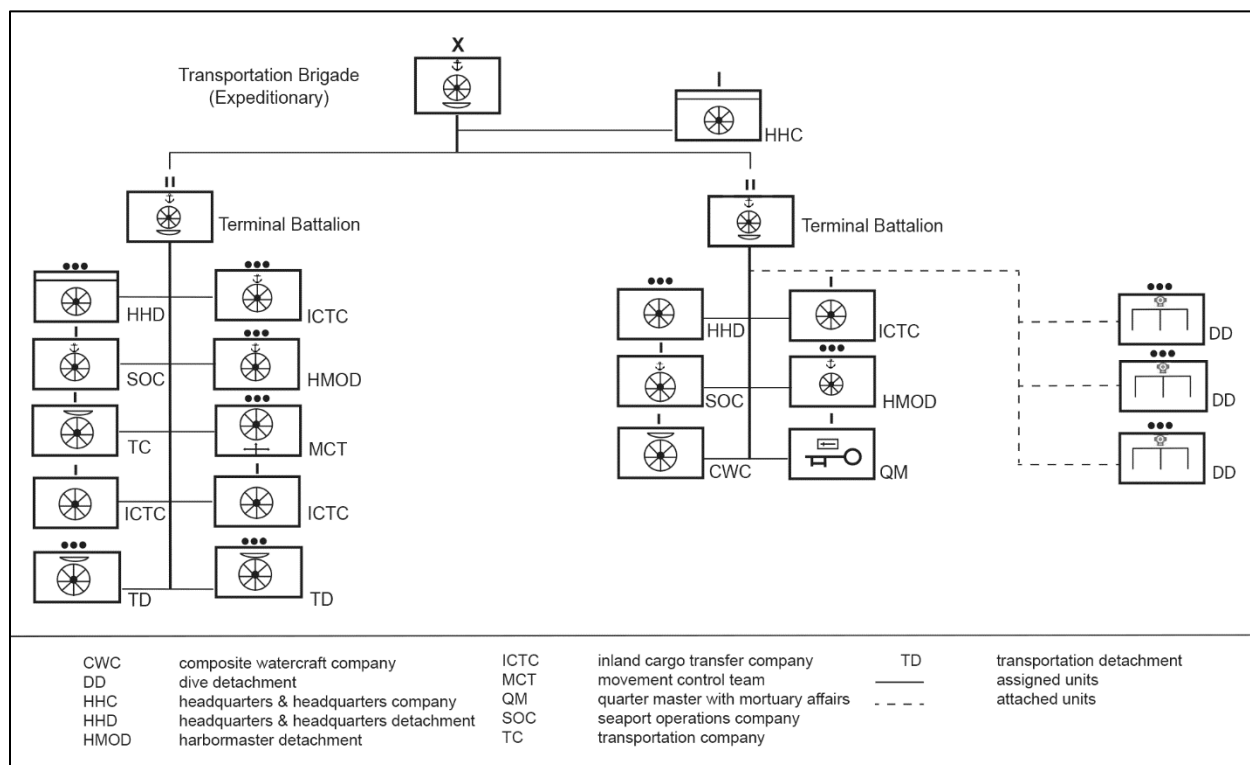
Figure 5-2. Notional Task-Organized Transportation Brigade (Expeditionary)[72]

Key Tasks

The purpose of RSOI is to build the combat power necessary to support the supported GCC's concept of operation. When properly planned, this step can effectively and efficiently facilitate the integration of the unit with its receiving Geographic Combatant Command (GCC). However, it is the responsibility of unit leaders to understand the plan and ensure their unit executes it as instructed.

Your unit may need to conduct convoy operations, move equipment using host nation commercial carriers, load onto rail, or use a combination of these methods to clear the port area. This requires coordination with local military and host nation movement control. It is crucial that units follow established movement schedules and routes. Failing to do so could potentially disrupt the entire theater movement plan and negatively impact the development of combat power for the GCC or Combined Joint Task Force (CJTF) commander.

Appendix P is a list of RSOI tasks for units to become familiar with to plan, train, and execute.

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[71] Ibid.
[72] Army Technical Publication (ATP) 4-93. *Theater Sustainment Operations*. 1 May 2023. Figure 2-5.

Figure 5-3 lists deployment phases and key tasks typically required to conduct RSOI.

Deployment Phases and Key Tasks			
Planning	**Pre-deployment Activities**	**Fort-to-Fort Movement Fort-to-Fort**	**RSOI**
• Coord w/G3/G4/LRC/ITO • Review OPLAN/TPFD • Review unit movement plans • Review IDSP & SOP **Readiness/Training:** • CDDP • DRE • DEA • USR • SRP • Recall Process • UMO • Load Teams • HAZMAT	Analyze Mission Structure Forces Prepare the Force: Refine Deployment Data Schedule Movement	Receive Movement Authorization (ATO& Port Call Message) Development Movement Program Assemble & Marshall Units Conduct Installation Staging Area Operations: • Verify UDL • Inspect equipment • Configure equipment for movement Conduct Movement to POE (Motor/Rail) Conduct POE Operations	**PREPO** Strategic Mobility Trade SEALIFT AIRLIFT	Analyze Mission Prep to Receive the Force Confirm Deployment Data Support Discharge Ops Receive, Assemble & Marshall Forces Coordinate Onward Movement Conduct TAA OPs Complete Force Integration
ATO authority to operate **CDDP** command deployment discipline program **DEA** deployment excellence award **DRE** deployment readiness exercise **ISDP** installation deployment support plan **ITO** installation transportation office		**ITO** installation transportation office **LRC** logistics readiness center **OPLAN** operations plan **OPs** operations **POE** port of embarkation **PREPO** prepositioned stocks	**SOP** standard operating procedure **SRP** soldier readiness processing **TAA** theater assembly area **TPFDD** time phased forcedeployment data **UDL** unit deployment list **USR** unit status report

Figure 5-3. Reception, Staging, Onward Movement, and Integration Key Tasks

Analyze the Mission[73]

Staffs perform mission analysis (MA) to help commanders and staffs better understand the situation and problem. This allows commanders to determine what their commands must accomplish when, where, and why. MA begins with a review of the higher headquarters OPLAN and the TPFD. MA for deployment focuses on factors impacting the RSOI process. Commanders use this acquired knowledge to issue commander's guidance for course of action (COA) development that will enable movement of adequate combat power to the decisive point and time. See FM 5-0, *Planning and Orders Production,* 4 November 2024, for detailed information on mission analysis.

RSOI requires early and continuous planning. Commanders and planners should assess facilities on or near the ports of debarkation (PODs) to determine if they are adequate to receive personnel and equipment and process them for onward movement. Factors for analysis include:

- Life support accommodations; facilities
- Aerial Port of Debarkation (APOD) maximum on ground
- Seaport of Debarkation (SPOD)/APOD throughput requirements

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[73] Charity, Don. 4 April 2024.

- Host Nation (HN) contract support

Prepare to Receive the Force

Setting the theater is the process by which TSCs prepare to receive forces. It involves establishing and operating ports of debarkation, creating a distribution system and sustainment bases, and facilitating port throughput for RSOI of forces within a theater of operations.[74]

Confirm Deployment Data

Accurate and timely submission of air, rail, convoy, or container requirements is essential to the commitment of lift assets. Units use deployment automated information systems (AIS) to routinely update their organizational equipment list (OEL) which feeds the unit deployment list (UDL). The UDL is a computerized listing of equipment, personnel, and supplies manifested for deployment. The unit movement coordinator (UMC) and the mobility officer work together to send a valid UDL to the installation transportation officer (ITO) or UMC. An updated UDL is essential for accurate forecasting and procurement of lift assets and additional blocking, bracing, packing, crating, and tiedown (BBPCT) material. MCTs or cargo documentation teams scan the military shipment labels (MSLs) attached to the cargo and equipment as it enters and leaves the port marshaling area. Automatic identification technology (AIT) interrogators read AIT tags as the equipment comes off the vessel and enters or leaves the marshaling area. Cargo documentation teams should compare the scans and AIT reads with the UDL to confirm the equipment and cargo manifested and discharged/received matches the authorized UDL.

Support Discharge Operations

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

When vessels arrive at the SPOD, the SDDC is responsible for discharging, maintaining control and in-transit visibility, and releasing the equipment to the unit. As the stevedores offload vessels, port support activity drivers (or stevedores) move the equipment to temporary holding areas within the port. Port support activity personnel organize the vehicles and equipment into convoys, rail loads, or watercraft loads prior to movement from the port area. Once cleared, unit equipment moves from the port to an intermediate staging base (ISB), an inland water terminal, or directly to the tactical assembly area. See Figure 5-4 for example of RSOI operations at a SPOD.

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[74] Army Technical Publication (ATP) 4-93. Theater Sustainment Operations. 1 May 2023. Figure 2-5.
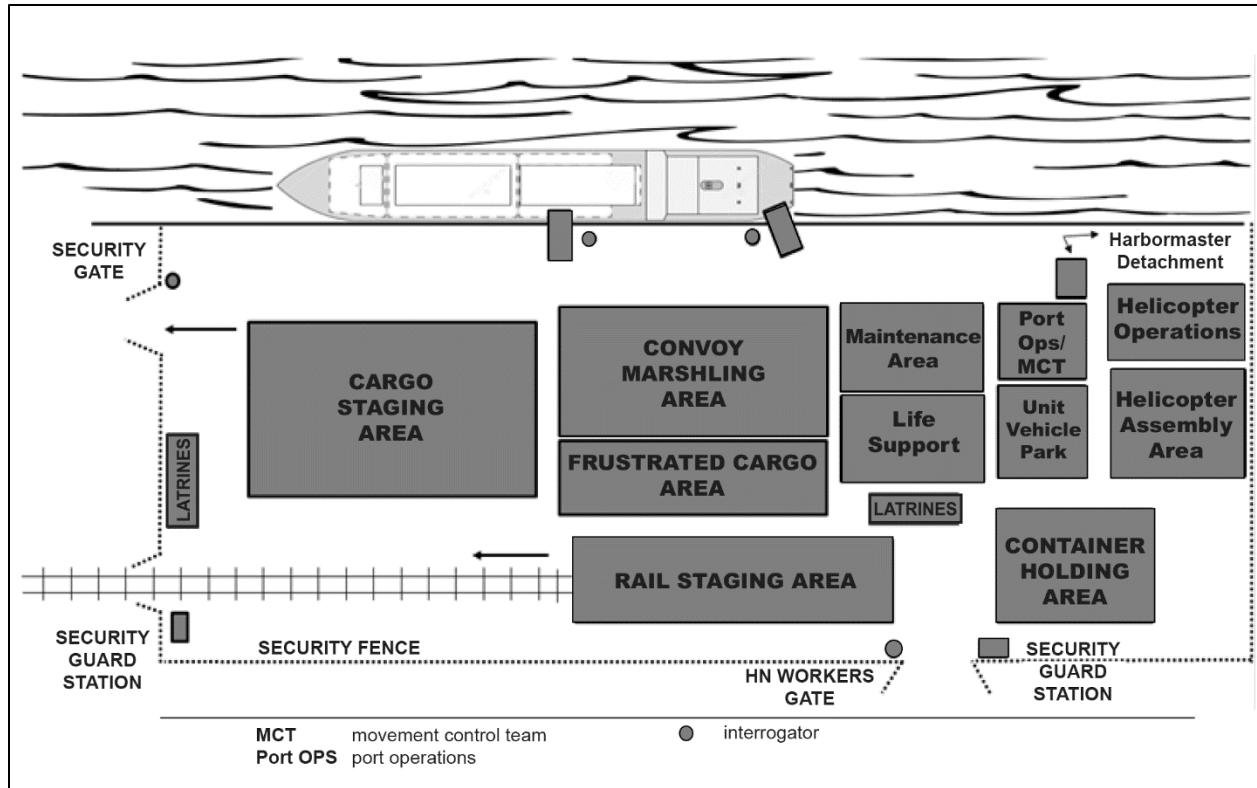
Figure 5-4. Reception, Staging, and Onward Movement Key Tasks[75]

The SDDC and terminal battalion coordinate to ensure discharge operations are efficient as possible, for example, they:

- Plan and prepare for discharge of vessels before arrival based on the vessel manifest and cargo disposition instructions.
- Know the berthing location within the terminal and specifying the method of discharge.
- Ensure that variations from the vessel discharge plan are coordinated with mode operators to prevent delays in port clearance.
- Communicate with the harbormaster to coordinate berthing, tug assistance, and employment of equipment and cranes required to discharge vessels.
- Supervise discharge operations.
- Ensure equipment and cargo have proper documentation.
- Transfer custody of equipment and cargo to arriving units in the staging area.
- Provide safety briefings.
- Establish safety policies and physical security for sensitive items, classified items, and hazard material (HAZMAT).
- Regulate military traffic within the port.
- Provide vehicle operators for all types of equipment to move vehicles from vessels.
- Provide a vehicle recovery area during unloading of vessels.

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[75] ATP 4-13 Army Expeditionary Intermodal Operations. 21 June 2023.

- Perform liaison with and provide life support for arriving units.[76]
- Many factors affect the ease and speed with which vessels can be loaded or unloaded, Including:
    - Weather.
    - Sea state conditions.
    - Visibility (fog and darkness).
    - Crew experience.
    - Lifting gear capability.
    - Cargo stowage tactical situation.
    - Terminal congestion.

Terminal commanders manage inbound cargo in a similar sequence as outbound cargo, though generally in reverse order, as shown below:

- Coordination with shipping and transportation elements.
- Booking.
- Receiving.
- Stow planning.
- Cargo manifests.
- Preparing necessary shipping documentation.

Vessel loading and unloading are complex operations that require early planning and sustained communications within and between supporting and supported units.[77]

Receive, Assemble, and Marshal Forces

Combat power moves from strategic lift into the Area of Responsibility (AOR) via reception operations conducted at or near APODs and SPODs controlled by the GCC. Thorough planning and careful execution are necessary for a successful reception, which includes the following functions:

- Reception of personnel, equipment, and materiel.
- Processing and preparing documentation for movement of personnel and equipment.
- Transporting equipment, personnel, and materiel to marshaling and staging areas.
- Conducting movement control operations.

The SDDC port commander prepares to off-load the vessel and establishes a staging area for the transshipment and accounting of equipment. The port commander determines discharge priorities based on the supported combatant commander's guidance and assigns missions to terminal service units responsible for discharging vessels. Upon discharge, the port commander takes custody of the cargo from the vessel master.

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[76] Center for Army Lessons Learned. Bulletin No. 18-07. U.S. Army Europe. *Reception, Staging, Onward Movement, and Integration.* December 2017.

[77] See Army Techniques Publication (ATP) 3-35.1, *Army Pre-positioned Operations* (C1), 21 April 2021 and ATP 4-13, *Army Expeditionary Intermodal Operations*, 21 June 2023 for more information on discharge operations.

Support elements then stage the offloaded equipment according to theater onward movement requirements. Under SDDC control, transportation terminal brigades (TTB), port support activities (PSAs), cargo transfer companies, and cargo documentation teams operate staging areas (See Table 5-1 for a sample checklist for SDDC element operating in the staging area). As unit personnel arrive in the theater, support units transport them to the staging area where they assume custody of their equipment. Units assemble their equipment and supplies, take custody, and move them to the marshaling area outside the terminal.

Sample checklist for use by SDDC	
Check	**Action**
	Supervise discharge of unit personnel, supplies, and equipment from vessels.
	Operate the staging area to receive and control all equipment departing the vessel.
	Perform liaison with arriving units.
	Provide vehicle operators to move equipment and vehicles from the vessels to the staging area.
	Provide vehicle recovery area during unloading of vessels.
	Properly document equipment and supplies.
	Transfer custody of equipment and cargo to arriving units in the staging area.
	Establish and direct port communications.
	Establish and direct safety policies, and physical security procedures for sensitive (protected) and classified items.
	Plan and implement procedures for the safe handling and storage of hazardous material (HAZMAT), and controlled, sensitive, and pilferable items.
	Provide safety briefings.
	Properly label and document HAZMAT items.
	Regulate military traffic within the port.
	Scan or interrogate all unit equipment and sustainment cargo as it leaves the vessel.
	Send the scanned data to Integrated Data Environment & Global Transportation Network Convergence (IGC).
	Make a final check of automatic identification technology (AIT) tags to ensure they are readable and properly affixed.
	Repair or replace any AIT tags or military shipping labels (MSL) that are damaged, inaccurate, or missing.

Table 5-1. Sample SDDC Checklist for a Staging Area Used to Process Unit Personnel, Equipment, and Supplies as They Arrive in the Staging Area[78]

Unit Responsibilities in the Staging Area

Arriving units are recipients of support in the staging area, with the following basic responsibilities:

- Assume custody of equipment and supplies from the port commander.
- Assemble equipment and supplies for movement to the marshaling area.
- Move equipment and supplies to the marshaling area outside the terminal.

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[78] Deployment Process Modernization Office (DPMO). 4 April 2024.

If marshaling areas are not available units should be prepared to move directly to their tactical assembly area (TAA) or to an Army prepositioned stock (APS) site to draw equipment from the staging area. When necessary, units can execute marshaling area functions in the staging area. Marshaling areas are almost always available in the continental United States (CONUS).

Prompt clearance of cargo from the terminal is essential to the efficiency and success of the total theater logistics system and necessary to avoid serious congestion in the terminal staging area. The establishment of marshaling areas allows units to quickly clear the port and reassemble and reconfigure with equipment prepared for onward movement.

Support Element/Tasked Unit Responsibilities in the Marshaling Area

The port commander coordinates with the receiving command to establish support elements in the marshaling areas that work to avoid congestion and maintain an efficient flow. In CONUS, these elements normally come from the installations (or other organizations as tasked by the receiving command). Table 5-2 is a sample checklist for support elements when supporting activities in the marshaling area.

Support element responsibilities and functions in the marshaling area	
Check	Responsibility/Function
	Maintain a central control and inspection point.
	Provide a security area for sensitive items.
	Provide life support facilities.
	Create a traffic circulation plan showing movement flow into the marshaling area and from the staging area.
	Provide for maintenance and fuel areas for vehicles and equipment.
	Assist units in unpacking containers and repacking cargo as secondary loads.
	Use automated information management systems to consolidate movement requirements and submit movement taskings.
	Provide emergency supplies and equipment for isolating and disposing of HAZMAT spills.
	Scan cargo and equipment as it enters and leaves the marshaling area.
	Coordinate with the MCT, ITO/TMO or port transportation officer for movement coordination support.

Table 5-2. Sample Checklist for Support Element[79]

Unit Responsibilities in the Marshaling Area

While arriving units are recipients of support in the staging area, it is there that they assume custody and responsibility for equipment and supplies and move to the marshaling area. Unit responsibilities in the marshaling area are the usual responsibilities for its equipment and supplies. Table 5-3 contains a notional list of unit responsibilities.

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[79] Ibid.

List of Unit Responsibilities	
Check	Action
	Account for all personnel, cargo, and equipment.
	Conduct necessary maintenance and reconfigure equipment for onward movement.
	Fuel equipment for onward movement.
	Unpack containers and repack cargo as secondary loads.
	Reconfigure secondary loads as necessary for onward movement.
	Ensure HAZMAT is correctly packed and segregated for onward movement.
	Provide security for sensitive items.
	Provide movement requests to the supporting movement control battalion (MCB)/movement control team (MCT) using automated information management systems.
	Prepare to conduct operations outside continental United States (OCONUS).

Table 5-3. List of Unit Responsibilities [80]

Coordinate Onward Movement

The TSC is responsible for assisting arriving units with onward movement. Movement control units (MCB and MCT) coordinate onward movement to ensure smooth flow of personnel, equipment, and supplies through the PODs and inland lines of communications. Having access to deployment data, manifests, and total visibility of inbound shipments is essential to plan for reception and onward movement. See Figure 5-5 for a diagram of the reception and onward movement processes.

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[80] Ibid.
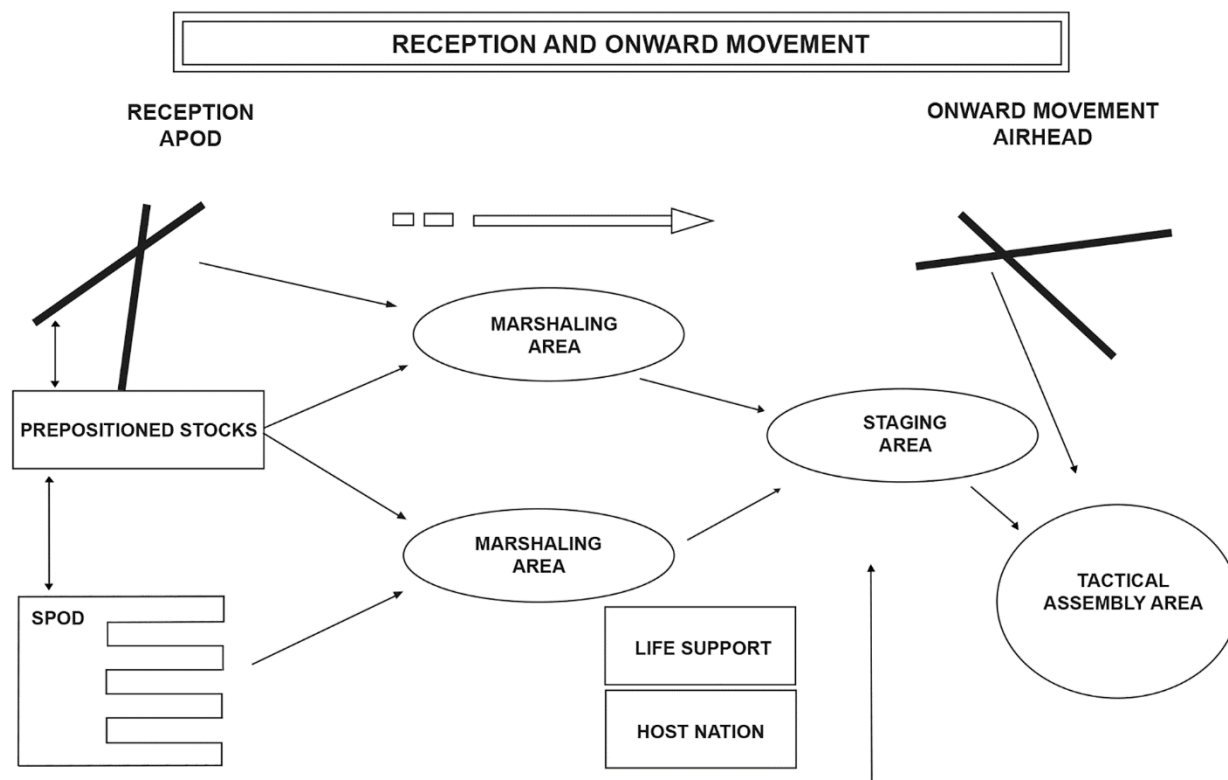
Figure 5-5. Reception and Onward Movement Process[81]

Staging for Onward Movement

Staging involves the assembly and marshaling forces for onward movement. Staging includes:

- **Assemble and Marshal Forces.** Assembly and marshalling of forces bring personnel, supplies, and equipment together in preparation for onward movement. Units arrive at the staging area (SA) and begin preparations for movement to the tactical assembly area (TAA). Staging is the assembling, temporary holding, and organization of arriving personnel and materiel into units and forces, followed by preparation for onward movement and tactical operations. Support elements in the SA provide life support until units become self-sustaining. Command and control organizations monitor status, receive reports, prioritize movement, provide local security, monitor throughput of subordinate units, and forward status to higher headquarters.

- **Prepare the Force for Movement.** As equipment and cargo is received it is accounted for and distributed. To prepare for onward movement, units assemble, process, and account for personnel; perform maintenance and operations checks on equipment; and verify load plans for movement from the SA to a TAA. Upon receipt and confirmation of its movement mission and available intelligence (including requests to cover gaps in

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[81] Figure 5-5. Reception and onward movement process. (Created by Don Charity based on drawings from Army Techniques Publication (ATP) 4-13, A*rmy Expeditionary Intermodal Operations.* 21 June 2023 and ATP 3-35. *Army Deployment and Redeployment*). 9 March 2023.

intelligence information), units task-organize in accordance with (IAW) command guidance and depart the SA for the TAA or final theater destination.

- **Assemble Forces and Organize into Units.** Units reassemble and account for personnel and organize their equipment for movement in the SA. They task-organize to execute their missions based on combatant commander (CCDR) guidance and the operational environment. Commanders promptly establish command and control and command posts with liaison elements from higher, adjacent, external, and subordinate organizations. These enable close coordination with higher HQ and subordinate units as they make final preparations. Units may also receive equipment, APS, war reserve material (WRM), and supplies. Leaders must ensure that supply personnel accurately receive, account for, and distribute all such materiel and equipment. Adherence to security procedures, outlined in plans and orders, is essential during all SA activities.
- **Provide Essential Logistics and Life Support Services.** Units coordinate with support activities within the SA for essential support and services including food, water and ice, health services support, and hygiene services.
- **Perform Operability Checks.** Operators and maintenance personnel routinely perform appropriate preventive maintenance checks and services (PMCS) on equipment to ensure it remains combat ready.
- **Schedule and Prepare for Onward Movement.** Units and supporting MCTs process personnel and cargo for movement and prepare documentation. Unit Soldiers should create accurate load plans and meet transportation requirements for essential equipment and supplies. Units should also identify external movement requirements and submit movement requests to the MCT.
- **Sequence Cargo Loads and Conduct Inspections.** Units should sequence loads to ensure the most efficient use of available transportation assets. Safety and security of the force should be a primary consideration when making decisions during sequence planning.
- **Conduct onward movement.** The CCDR designates the location of a TAA where units prepare for and execute force integration. The MCB/MCT is responsible for coordinating movement of unit equipment and personnel arriving at seaports and airfields through forward, marshaling, and intermediate staging areas to their TAA or other destination. Unit personnel and cargo will usually move from a marshaling area to a staging area where preparations begin for onward movement to the TAA. If marshaling areas are not available, as may be the case OCONUS, units move directly to their TAA or to an Army prepositioned stock (APS) site to draw equipment and stage for onward movement to the TAA. Units conduct pre-combat checks and inspections and rest prior to moving to the line of departure. Essential onward movement tasks include:
  - o Establish and Confirm Logistics Support. CCDR and MCB establish and position support functions along the lines of communication (LOCs) to expedite and control the onward movement of the force to the TAA.
  - o Move to TAA/Destination. Deploying forces may move to a TAA or go directly to their destinations.

o   Report Force Closure. Units will report force closure as directed on arrival in the TAA or other destination.

o   Coordinate Movement Security Requirements. Units should ensure they establish security operations in accordance with the security plan. Activities should include monitoring and reporting movement status.

o   Conduct Movement Control Operations. Movement control elements should coordinate movement requirements with the security force and confirm approval of movement clearances. Units should monitor and report departure, enroute, and arrival status.

Complete Force Integration

Integration is the arrangement of military forces and their actions to create a force that operates by engaging as a whole. Units conduct integration tasks at the TAA or, if the unit does not occupy a TAA, the unit's final destination. The RSOI process ends when the unit commander has reported ready for operations and the unit integrates with its higher HQ. Units should complete all command directed integration tasks before the commander commits them to operational missions. See Table 5-4 for integration tasks.

TAA Tasks	Task Details
Coordinate Support Requirements	Coordinate with TAA for logistics support and services.
Establish C2, Security and Unit Area	Establish unit C2 and unit area security; ensure unit follows security procedures according to the security plan; maintain close coordination with HQ as units make final preparations.
Integrate Communications Systems and C2 Support	Integrate communications systems with gaining command, supporting commands, units, RSOI organizations, and commanders at all levels to facilitate the timely and accurate exchange of critical information.
Establish Operational Units	Perform final assembly and accountability of equipment, supplies and personnel and report status to gaining or losing command.
Prepare for Mission	Conduct training, exercises, rehearsals.
Report Force Closure	Units confirm their mission readiness and report force closure and ready for operations to HQ.

Table 5-4. Integration Tasks[82]

RSOI Suite of Tools (Business Practice)

The following information is based on an article from Army Sustainment, August 1, 2023 entitled RSOI Suite of Tools by LTC Oliver Stolley and CPT Daniel McCall. Smart business

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[82] Deployment Process Modernization Office (DPMO). 4 April 2024.

practices are process improvements that include more effective or efficient technologies, guidance, or agreements among organizations. Some represent genuine paradigm shifts that offer new approaches in doctrine or policy.

The 21st Theater Sustainment Command (TSC) assessed their RSOI process to understand essential needs of units arriving in the European Theater. Rapid deployments place intense demands upon commanders and their staffs to start deployment planning well ahead of their deployment windows. They developed and have implemented an RSOI Suite of Tools using MS Teams as the host platform to meet this need. It allows 21st TSC to clone and tailor the information layout for every inbound unit. See the following excerpts describing this innovation and its impact.

> "The RSOI suite of tools consolidates resources into a single platform easily accessible at echelon to units deploying into theater. In support of this initiative, the 21st TSC distribution management center (DMC) created an RSOI handbook to serve as a comprehensive quick reference guide for deploying into theater. The result is a quickly accessible digital and hard copy guidebook to assist action officers at echelon with coordinating subject matter expert support. Within each unit MS Teams page, units can access the 21st TSC theater concept of sustainment, contact rosters, a proposed Annex F (deployment order), and numerous planning resources."
>
> LTC Oliver Stolley and CPT Daniel McCall [83]

> "The 21st TSC gives unit leadership full ownership rights and invites them to manage unit pages as necessary, with the content and task list fully customizable. Unit ownership is a crucial element of the site functionalities that assist in managing pre-deployment tasks. Instead of deciphering an Excel spreadsheet full of requirements, units can assign individuals directly to tasks already built into the MS Planner management tool. Based on the deployment timeframe — 180, 60, or 10 days — the Planner tab in the RSOI suite of tools offers a system whereby units can more efficiently execute and track the completion of pre-deployment tasks. Unit leadership can monitor progress by category, action officer, or suspense date from a board or calendar view. The current limitation is that the MS Planner function is a subjective reporting method and does not receive direct feed from systems of record with a readiness visualization. The long-term objective is to link sustainment systems of record and create supporting dashboards to illustrate units' readiness and ability to deploy to a theater of war."
>
> Center for Army Lessons Learned[84]

> "Gen. Hamilton describes measures the sustainment community must prioritize to maintain the strategic advantage. He highlights the need to "revolutionize our approach to data-enabled sustainment operations." In support of this endeavor, the ultimate goal of the RSOI suite of tools is to link its collaborative capabilities with systems of record and reporting. For instance, the current MS Planner deployment checklists rely on self-reporting without objectively

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[83] Stolley, Oliver L. Lieutenant Colonel. and McCall, Daniel. Captain. RSOI Suite of Tools. Army Sustainment. 1 August 2023. Summer 2023.

[84] Center for Army Lessons Learned. No 18-07. *U.S. Army Europe Reception, Staging, Onward Movement, and Integration*. December 2017. page 42.

> validating task completion. An improved system would link specific deployment tasks to a database that automatically updates the status, such as monitoring unit deployment list build status, submission of Class V requests, and routing identifier code realignment."
>
> Center for Army Lessons Learned[85]

Lessons Learned

Issues Identified during RSOI Operations:

- Fuel Shortages: A significant number of vehicles, particularly tracked vehicles, had to be loaded onto trains due to low fuel levels.
  - o Recommendation: Leaders should arrange for adequate fuel dispensing capabilities at railheads to prevent low fuel levels and reduce the need to lift equipment onto railcars.
- Drained Batteries: Tracked vehicles often arrived at their final destinations with drained batteries due to improper shutdown procedures by drivers.
  - o Recommendations: Leaders should ensure that drivers are well-trained in proper equipment shutdown procedures and supervise their execution. Arrange for maintenance contact teams to be available to perform any necessary repairs, ensuring equipment mobility.

"RSOI is a mission-essential task for the ASCC to ensure coordination across operational-and strategic-level units and organizations. The Theater Sustainment Command (TSC) roles and responsibilities must be coupled with appropriate staff augmentation and expertise. Army wide doctrine and processes must account for local policy, supplemental requirements, and multi-country agreements.

Gaps in doctrinal language create confusion, especially relating to theater-unique capabilities such as the European Activity Set, road clearance and border crossing requirements, and in-transit visibility of equipment on host-nation transportation assets. During an RSOI operation, there was a large number of vehicles that had to be lifted onto trains (especially tracked vehicles) due to low fuel levels (especially in tracked vehicles)."[86]

Here are some examples of the solutions the 1st TSC adopted:

- Virtual, distributed mission command to coordinate and synchronize efforts across theater.
- Widely dispersed sustainment structure leveraging systems and ad hoc methods to report statuses, shortfalls, and requirements.
- Embedded personnel at all echelons to support concurrent planning.
- Strategic assets achieving tac-tical effects by using reach back capability.

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[85] Center for Army Lessons Learned. No 18-07. *U.S. Army Europe Reception, Staging, Onward Movement, and Integration*. December 2017. page 42.
[86] Center for Army Lessons Learned. Bulletin No. 18-07. U.S. Army Europe. *Reception, Staging, Onward Movement, and Integration.* December 2017.

- The development of an operational contract support integration center at the corps and Army service component command (ASCC) levels to streamline processes to operate at the speed of war.
- Reach back to the U.S. industrial base to meet emerging demands.
- The use of U.S. war stocks to bridge the required supply rate gap."[87]

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[87] Ibid.

Chapter 6

Conclusion

> Commanders must reclaim ownership of the deployment process by placing equal emphasis on deployment planning and execution as they do on any other operation. All skills require practice and repetition before one can build proficiency, and commands must develop their CDDP and identify opportunities and capitalize on them to build individual skills.
>
> Maj. Gen. Mark T. Simerly[88]

The deployment process enables an expeditionary Army that is capable of responding to threats around the world. Based on observations during CDDP, DRE, EDRE, and real-world deployment operations, units should focus attention to three areas before, during and after deployment operations:

- Maintaining accurate unit movement data.
- Training or certifying personnel in key roles and positions.
- Unit participation in periodic deployment exercises, programs, or rehearsals to demonstrate deployment task proficiency.

Accurate Unit Movement Data

Unit Movement Data (UMD) is the information of record for planning and executing movement of Army units. Units are primarily responsible for updating and maintaining the accuracy of their UMD and submitting UMD reports to FORSCOM or their force provider at designated intervals. Commands use the UMD for deliberate planning, strategic mobility analysis, and transportation lift forecasting. The Army makes strategic lift allocations and defense procurement decisions based on UMD reports. The accuracy of UMD reported is of utmost importance to set conditions for successful deployment operations.

Training or Certifying Personnel

Units must conduct routine collective deployment training to ensure they are prepared to deploy the forces, individual manpower, and materiel to accomplish the mission. Commanders must review and adjust mission essential task lists to make certain they reflect mobilization and deployment tasks and other critical elements of force projection. Units should identify certification requirements for key roles and ensure that certification training is up to date, with certificates filed for rapid retrieval if deployed on short notice. Such ongoing predeployment activities ensures the Army is able to rapidly mobilize and deploy well-led forces that are properly equipped, fully trained, and certified.

Participation in Deployment Programs and Exercises

If a unit does not participate in large scale exercises often enough to train adequately in deployment procedures, commanders must find alternate training methods to ensure readiness. Deployment training usually requires a great deal of simulation and challenges commanders to provide realism. Deployment programs (CDDP, DEA, DRE, and EDRE) are excellent ways to

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[88]Simerly, Mark T. Major General. Army Sustainment Spring 2022.

provide deployment training to maintain proficiency for the unit and personnel appointed in writing to key positions. FORSCOM's annual testing of unit vehicle load plans provides another valuable opportunity for deployment training.

Units achieve optimal readiness when they are knowledgeable of the three focus areas (above) the four phases of the deployment process and are proficient in performing deployment mission essential tasks. Units should know how and when to obtain assistance from key personnel (such as the ITO) and organizations (such as SDDC) who can help to identify and solve problems early in the deployment process.

Deployment is a team effort – there is no most valuable player (MVP) award. All units, key personnel, and support organizations have critical deployment roles and responsibilities they execute during the deployment process. Leaders can assess the overall success of a deployment operation by using the deployment principles as a framework to validate the delivery of combat power to the combatant commander by the required delivery date.

Appendix A

Deployment Planning Tasks

Deployment Planning
Analyze the mission. *
Structure forces. *
Refine deployment data. *
Prepare the force - Ensure sufficient capabilities to meet mission requirements. *
Prepare/Update the unit movement plan - Unit Movement Officer (UMO)
Schedule the movement - Sequence forces in accordance with concept of operations. *
Verify unit's organic equipment and cargo transportability.
Develop the Unit Deployment List (UDL) in the Transportation Coordinators Automated Information for Movements System II (TC-AIMS II). *
Update container condition code information within the Joint Container Management System (JCMS) and assist in deployment/redeployment planning [container control officer (CCO)].
Prepare rail load plan in the TC-AIMS II from the unit deployment list.
Coordinate road movement planning.
Incorporate ITV requirements in the unit deployment plan.
Label and tag deploying equipment properly to provide ITV.
Standing tasks in support of deployment planning:
Appoint in writing an officer or NCO (E6 or above) as a UMO and an alternate officer or NCO (E5 or above trained in air load planner and A2I).
Ensure UMO and alternate attend proponent approved UMO Deployment Planning Course.
Create an organizational equipment list (OEL) on TC-AIMS II.
Include all personnel, equipment, and supplies assigned to the unit identification code (UIC) and any derivative UICs in OEL.
Update Unit Movement Data (UMD) - Units will update their UMD quarterly and as significant changes occur.
Appoint an officer or NCO (E5 or above) as hazardous cargo certifying officials that meet DOD requirements which includes HAZMAT Certification Course.
Appoint in writing, an officer or NCO (E5 or above) as a primary CCO and another as an alternate (cannot be UMO or HAZMAT POC).
CCOs must have a valid JCM account to access their DODAACs and comply to submit container inventory updates.
Maintain a 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 mobilization station to POE(s). (UMO)
Maintain movement binders or continuity books that include appointment orders, training certificates, recall rosters, OEL, transportation requests, and blocking, bracing, packaging, crating, and tie-down (BBPCT) requirements. (UMO)
Maintain complete load plans for each loaded vehicle, trailer, container, and 463L pallet. (UMO)
Submit updated OEL through chain of command to the ITO UMC semi-annually and as significant changes occur. (UMO)

Gain access to TC-AIMS II user account, password, and access to UIC. = (TC-AIMS II operators, UMO)
Develop a convoy standard operating procedure for movement to the POE. (UMO)
Understand local procedures to request commercial and military transportation to support movement to the POE. (UMO)
Understand local procedures to prepare special hauling requests. (UMO)
Understand local procedures to request BBPCT materials from the UMC or other designated source. (UMO)
Understand local procedures to request and receive 463L pallets and containers. (UMO)
Understand local procedures to coordinate MHE requirements between units and MHE sources. (commercial or military) (UMO)
Maintain trained and thoroughly familiar personnel in the areas of: HAZMAT, ammo, and sensitive equipment certification processes.
Maintain trained personnel who are thoroughly familiar with the Defense Travel Regulation (DTR) 4500.9–R.
Ensure the organizational equipment list is current and accurate.
Conduct deployment rehearsals and emergency deployment readiness exercises to improve response times and validate plans.
Requires continuation during next phase

Appendix B

Leader's Deployment Planning Activities Checklist

LEADER'S DEPLOYMENT PLANNING ACTIVITIES CHECKLIST					
This checklist is a preliminary planning guide that provides a structured approach to help leaders plan, coordinate, and execute the activities and processes required for deployment operations.					
PERSONNEL	**Completed Y/N**	**OPERATIONAL PLANNING**	**Completed Y/N**	**DOCUMENTATION**	**Completed Y/N**
ITO/UMC COORD		IDSP REVIEW		COMPASS Tailored Report	
DTO COORD		UNIT DEPLOYMENT SOP		TC-AIMS II REPORTS/LOAD PLN	
BDE MWO COORD		UNIT DEPLOYMENT PLAN		OEL Update (QTRLY)	
BN UMO COORD		DEPLOYMENT MVT PLAN		UDL	
CO. UMO COORD		ALERT/WARNORD		DD1750 PACKING LIST	
UMO APT. ORDERS		DEPORD/PTDO		DD2890 MULTIMODAL HAZ DEC	
UMO TNG		OPORD		HAZMAT PLACARDS	
TC-AIMS II CERT		FRAG ORD		CHE/MHE Request For Spt.	
TC-AIMS II ACTIVE ACCTS		PORT CALL ORDER MSG		BUS Request For Spt.	
TC-AIMS II INACTIVE ACCTS		REDEPLOYMENT OPORD		DD1265 Convoy Clearance	
RAIL LOAD TEAM		CDDP INSPECTION CHECKLIST		DD1266 Special Hauling Permit	
AIR LOAD PLANNER APPT.		DRE SCHEDULE		AIR MANIFEST	
AIR LOAD TEAM		AIR OPNS SAFETY PLAN		ACFT LOAD PLAN	
HAZMAT TNG		RAIL SAFETY PLAN		RAIL LOAD PLAN	
HAZMAT APPT ORDERS		SRP INSTRUCTIONS		VEHICLE LOAD PLAN	
MHE OPERATORS		ISO CONTAINERS (ITO)		MOVEMENT REQ	
CHE OPERATORS		MILVANS (UNIT OWNED)		ICODES STOW PLAN	
CONTAINER OFFICER		BBPCT MATERIAL		VESSEL MANIFEST	
		463L PALLETS		COMMERCIAL BILL OF LADING (CBL)	
		FLAT RACKS/CROPS		ATCMD	
		CHE/MHE SUPPORT		ITV REPORT	
		MSL PAPER		MOVEMENT BINDER	
		RF/ID TAGS		DA FORM 348 (Equip Oper. Lic)	
		LIFE SUPPORT		OF-346 (Motor Veh Oper ID)	

Appendix C

Organization Equipment List/Unit Deployment Lists (OEL/UDL)

Future success in Multi-Domain Operations will depend on the Army's ability to deploy forces rapidly to combat enemy threats. Accurate unit deployment lists (UDL), created from organizational equipment lists (OEL), are essential for efficient deployment. The steps required to update and manage a unit's OEL and create a UDL using TC-AIMS II (v8.0.16) are listed.

Add and manage equipment to the unit's organization equipment list (OEL)

The Property Book Synchronization tool enables the user to ensure assets within the TC-AIMS II system are consistent with those reflected in the Global Combat Support System-Army (GCSS-A) property book. After items from the Property Book are brought into TC-AIMS II, the user must ensure that Shipment Unit Numbers (SUN) are generated, and Deployment Echelon and Type Data Code fields are filled.

Add equipment using the Property Book Synchronization tool:

1. Log into (CAC-Enabled) TC-AIMS II at https://tcaimsii.army.mil
2. On the menu bar, click Assets -> Manage Units.
3. Click the Property Book Synchronize icon 📧. A Property Book Synchronize confirmation prompt appears.

Confirmation

Property book contains both major end items (vehicles and containers) and supplies. Would you like to include supplies in this synchronization?

◯ Include Non-Major End Items   ● Exclude Non-Major End Items

✓ OK   ✕ Cancel
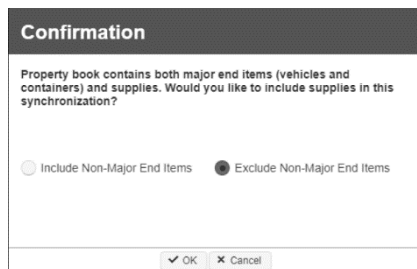
Figure 1. Conformation Prompt

4. The system defaults to "Include Non-Major End Items" and places major end items inside the Equipment list and supplies inside the Supply list. Selecting "Exclude Non-Major End Items" will import only major end items such as vehicles and containers from the property book and place them inside the Equipment list.
5. Click OK. The Property Book synchronization process runs/completes.
6. Property Book synchronization returns the following information: Major End Items Added (In Equipment) and Equipment not Processed.

Note: The Download Errors button allows the user to download a file with the list of items the program could not process and the reasons. The file also contains the extra assets, if any, in the unit OEL.

7. Click OK. Page refreshes to display the Property Book Imported Records with serial number and bumper number (if available) derived from the unit's property book file.

Figure 2. Property Book Imported Records

Auto Populate

Users should apply the Auto Populate feature after every Property Book Synchronization. The Auto Populate feature will update blank fields automatically for any record in the OEL that is a part of the Joint Data Library (JDL). This feature is in the OEL at – Search Equipment -> Actions button -> Auto Populate.

Figure 3. Auto Populate Function

Add equipment manually and manage OEL:

8. Log into TC-AIMS II @ https://tcaimsii.army.mil
9. On the menu bar, click Assets -> Search Asset -> Equipment.
10. Click Add.

Figure 4. Add Equipment Screen

11. In the General tab, add equipment by Item ID, Model Number, or NSN. The following are other fields required at a minimum:

    a. Deploy Echelon

    b. Type Data Code

    c. Cont Owner Cd (Container Owner Code) – only required for containers

    d. Container # field – only required for containers

12. Click on the Inventory tab and update the following required fields as necessary:

    a. Unit of Issue

    b. Qty per Cargo

Figure 5. Inventory Tab

13. Click on the Other Characteristics tab and update the following required fields as necessary:

    a. Pack Type

    b. TEC (Type Equipment Code)

    c. WCC (Water Commodity Code)

    d. Pref Mode/Port

    e. Click Save

Figure 6. Other Characteristics Tab

How to use the Data Validator Tool:

Data Validator – The Data Validator tool automatically reviews the OEL and compares the data to the validated Joint Equipment Characteristics Database. This is the final check prior to creating the UDL. (**Note:** The user can start the Data Validator for multiple UICs available in the user's profile.)

1. On the menu bar, click Assets -> Data Validator.

2. Verify Values with JDL values checkbox.

3. Click the Run Validation icon ⊙ for Assigned UIC.

4. Verify system displays Total Records, the total of Invalid Records, the total of JDL-Values Auto Corrected, and Validation Completed Timestamp.
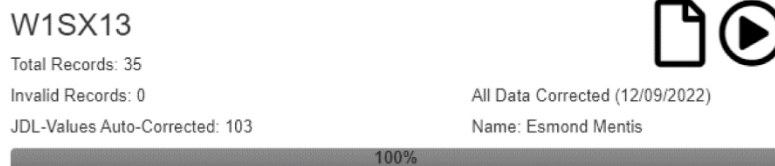
OR
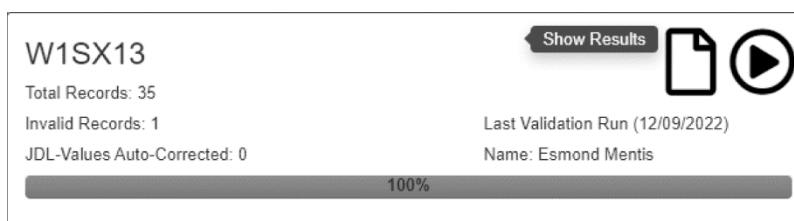
Figure 7. Data Validator Results

5. Click Show Results icon ⬜.

6. Open any record as necessary by clicking the red triangle icon for correction.

   Make all necessary corrections to records and click Save button.

- **Note:** User can navigate through the record set by clicking the previous or next arrows on each side of the screen as needed.
- **Note:** User must correct all errors to save the record.

Command Review of the OEL

Commanders at all levels have an inherent responsibility to review and verify a unit's OEL. Follow the below steps from the home screen to retrieve an OEL:

1. On the menu bar, click Assets and select Reports.
2. Click the Unit Search button under the Asset Management tab.
3. In the Available UICs pane, select one or all assigned UICs and click the directional arrow.
4. Click the OK button.
5. Click Sect Asset Type dropdown list and select Unit Equipment.
6. Place a checkmark in the box to the right of OEL Unit Equipment.
7. Click the Sort By dropdown and select SUN.
8. Output format defaults to PDF. Click the Retrieve button.
9. Click the Open button and review OEL report to validate.

Figure 8. Reports-OEL List

Key areas for Commander's, Unit Movement Officers, or TC-AIMS II operators to evaluate when reviewing the OEL.

1. Compare the LIN (major end items) quantity to your property book and the unit's current MTOE authorization.
2. Review the OEL for completeness and accountability:

a. Update OEL when significant changes occur to your property book.

b. Update your unit movement data quarterly at a minimum.

3. Ensure your unit Property Book remains up to date and accurate - TC-AMIS II uses GCSS-Army to pull in and create a unit's OEL.

4. Coordinate with brigade movement coordinator staff to receive command specific OEL data requirements.

5. Update, sign, and submit OEL to FORSCOM annually.

Create a Plan and Add equipment to your Unit's Deployment List (UDL)

Creating the UDL identifies the equipment an organization is requesting for transportation lift to an operational area. The UMO and the commander must review the UDL to ensure equipment is properly identified for requested movement. Prior to creating the UDL, a time-phased force deployment data (TPFDD) file must be associated with the deploying unit which contains the ports of embarkation/debarkation, means of transportation lift (air, ground, sea), and required delivery date.

Create a Plan

The UMO can request a TPFDD file from their higher command or the ITO/LRC. After receiving the TPFDD file, the following steps outline the process to associate it with a plan and create the UDL.

1. On the menu bar, click Plans.

2. Click Manage Plan.

3. Click the Action Drop Down.

4. Click New Plan.

5. In the Plan Name field enter Plan Name and tab out the field (press the Tab key).

6. In the Type Data Code field enter TN and tab out the field (press the Tab key).

7. Leave the OPLAN ID field blank.

8. Click Next.

9. Click the COMPASS radio button.

10. Click COMPASS Import.

11. Click Browse.

12. Navigate to the location of the TPFDD (.PEJ file), click the filename, then click Open.

13. Click Import.

14. TPFDD has now been associated with your unit.

Create a UDL

Below are steps required to follow to create the UDL:

1. On the menu bar, click Plans.

2. Click Manage Plan.

3. Click to highlight the Plan Name provided by your ITO/LRC.

4. Click the Open Plan button.

5. Click Assign Equipment sub-process tab.

6. In the Source – OEL panel, click the Secondary Load button (top left) from OFF to ON.

   - This step is required when associating secondary loads

7. From the Source OEL panel, identify appropriate equipment to assign to the UDL or if selecting all equipment, click the Actions dropdown menu, select Assign All and follow any prompts from the system.
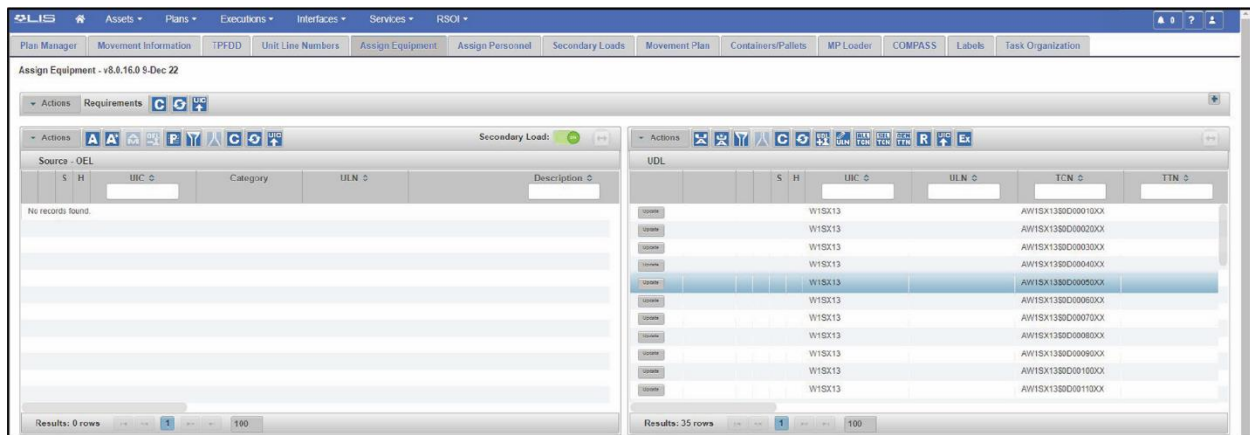
Figure 9. UDL Assignment Screen

8. In the UDL panel, click Actions.

9. Click Add UDL Equipment.

10. In the UDL panel, scroll to the right to locate the PLN column.

11. Verify all Plan Only records required for the deployment are assigned to the UDL with a TCN.

Command Review of the UDL

Below are key areas for Commander's, Unit Movement Officers, or TC-AIMS II operators to evaluate when reviewing the UDL.

1. Compare the LIN (major end items) quantity to combatant commander's/JOPES Requirement.

2. Ensure the UDL supports the combatant commander's/JOPES Requirements prior to locking the plan (TC-AIMS II).

3. Verify that updated UDLs support and reflect accurate equipment.

Appendix D

N-Hour Sequence Template

N + 0:00	Agency	Event
N + 0:00	Installation Staff Duty Officer (SDO)/Emergency Operations Center (EOC)	Receive, Confirm, and disseminate alert message, start N Hour sequence
N + 0:00	Unit	Disseminate alert and initiate recall
N + 1:00	All/DPW/DOIM	Initiate heightened OPSEC measures LAN/Phones etc.
N + 1:30	EOC	Activate EOC & Applicable Crises Action Team (CAT) members
N + 2:00	EOC/CAT	N+2 situation briefing meeting with EOC and CAT
N + 2:00	Unit	Submits initial USR report to EOC (80% accountability)
N + 2:00	Logistics Readiness Center (LRC)	Request new DODDAC and derivative UIC for unit
N + 2:00	EOC	Provide SRP site to MILPO
N + 2:30	Unit S2	Update EOC access roster via e-mail or courier to include a Key Personnel Contact Roster
N + 4:00	Unit/LRC	Meet with Unit Movement Officer's (UMO) to verify/update Unit Deployment List (UDL)
N + 4:00	Unit S4	Submit request for priority maintenance support to LRC Maint Div
N + 4:00	Unit S4	Order CDE off website, if applicable
N + 4:00	Unit S1	Reports 100% FORSCOM (Installation EOC)
N + 4:00	Unit S4 /DPW/LRC	Submit Request for BBPCT, wood pallets, MILVANS and packing material for Unit equipment and shipping containers for weapons to LRC/DPW
N + 4:00	Unit/MEDDAC	Submit request for CL VIII (medical) supplies
N + 4:00	Unit/LRC	Submit Class I DA Form 3161s to LRC
N + 4:00	Unit/LRC	Submit request for scales (portable/fixed) to LRC if shipping via Air
N + 4:00	Unit/LRC	Submit Combat PLL report, # Lines, # Lines @ Zero balance, and document numbers to LRC

N + 0:00	Agency	Event
N + 5:00	Unit/LRC	Coordinate for CIF issue and delivery (10% OCIE overage and shortages) theater specific items
N + 5:30	Unit/LRC	Submit contingency-based purchase requests to DRM/DOC. Ensure unit has IMPAC credit card capabilities and is aware of spending limitations. (The unit needs to notify DRM of real costs associated with the exercise for inclusion on any orders)
N + 6:00	CAT/Unit	N+6 Situation update meeting in EOC
N + 6:00	Unit/LRC	Brief equipment shortages to CAT
N + 6:00	Unit/LRC	Unit rear detachment submit signature cards to LRC
N + 6:00	Unit/LRC	Submit change report to USR (as required) IAW AR 220-1 to EOC
N + 6:00	EOC/DPW	Submit request for portable latrines at the rail spur, if applicable
N + 6:00	Higher Headquarters	Coordinate for Unit unclassified briefing location
N + 6:00	MILPO/EOC	Begin coordination of SRP
N+ 7:00	Unit/LRC	Coordinate with DOL to remove vehicles from DOL maintenance shop and/or FLOAT equipment
N + 7:00	DPW/Unit S4	Coordinate for draining and/or purging of selected vehicles and fuel containers
N + 8:00	PAO, G/S3, DOL/DPW/SJA	Brief unit personnel on administrative issues (i.e. media relations, personal property, finance and POV storage)
N + 10:00	S4/LRC/DPTN/ASP	Verify or submit DA 581 to DPTM for Class V (if applicable)
N + 10:00	Unit UMO/LRC	Request assistance for moving dead lined equipment to the railhead if DEPORD approves shipping of NMC 11 equipment.
N + 10:00	Unit/LRC	Receive tie down material, special shipping containers, weapons crates, load binders, pallets, and cargo nets from DPW/LRC
N + 10:00	Unit/LRC	Verify AF pallet (463L w/nets) requirements to LRC
N + 10:00	Unit	Issue UBL for POL in motor pool

N + 12:00	Unit/MEDDAC	Begin Medical Dental portion of SRP
N + 0:00	**Agency**	**Event**
N + 12:00	Unit	Begin vehicle upload and TI IAW internal plans
N + 12:00	Unit/DPW/LRC	Receive BBPCT materials
N + 20:00	Unit/LRC	Submit USR Changes to EOC
N + 21:00	Unit/LRC	Request commercial carriers to move personnel and equipment to APOE (Personnel must be manifested by name)
N + 21:00	Unit/LRC	Joint Inspection (JI) of Equipment prior to movement for rail load
N + 22:00	Unit/LRC	Begin preparation of rail spur and call forward area; begin forming chalks
N + 23:00	Unit/LRC	Begin movement to rail spur Internal TCP's
N + 24:00	Unit/LRC	Coordinate for MSL labels from DOL/unit UMO (Sim RF Tag)
N + 24:00	Unit	Begin coordination to conduct POV Storage
N + 26:00	Unit/LRC	Begin Rail Load Operations
N + 29:00	Unit/MILPO	Begin Administrative SRP, build new Unit Personnel Accountability Roster (AAA-162) w/o non-deployables and prepare DA Form 3986 Personnel Asset Inventory signed by CDR
N + 33:00	Unit	Provide Final USR to EOC and personnel report to MILPO
N + 36:00	OIS	Provide Overseas Deployment brief in coordination with Unit S-2
N + 37:00	OIS	Provide OPSEC/SAEDA briefings at unit area
N + 49:00	Unit S1	Provide forwarding addresses to the EOC and Post Office
N + 50:00	CIF	Deliver special climate clothing and CIF Shortages
N + 50:00	Unit/DPW/SJA	POV Inspection Begin POV Storage
N + 70:00	DACG Rear/Unit	Begin inspection, weighing, and determination of center of balance on selected items and vehicles
N + 72:00	Unit	Unit begins to form cargo convoy

N + 75:00	Unit	Provides validated USR to EOC
N + 0:00	**Agency**	**Event**
N + 78:00	Unit/LRC	Cargo Convoy departs for APOE
N + 79:00	DACG/Unit	Submit final installation SITREP
N + 82:00	Unit/LRC	Cargo Convoy arrives at APOE
N + 82:00	DACG FWD	DACG assumes control of chalk and moves vehicles to its holding area. Vehicles remain in the holding area until moved to the ready line. Pallets are off-loaded and transportation returns.
N + 82:00	DACG Rear/Unit	Pax buses depart for APOE
N + 85:00	DACG FWD/Unit CDR	Joint inspection conducted w/ALCE and Unit
N + 85:00	DACG FWD/Unit	Cargo chalks begin loading aircraft
N + 86:00	DACG FWD/Unit	Pax arrive at APOE
N + 89:00	DACG FWD/Unit	Pax begin to load aircraft
N + 90:00	DACG FWD/Unit	Flight Departs

Appendix E

Army Prepositioned Stocks Checklist

RSOI/APS Draw Checklist (DRAFT)		
Pre-deployment Activities	**Yes**	**No**
Unit trains for and participates Command Supply Discipline Program (CSDP)		
Unit trains and participates in Deployment Readiness Exercises		
Leaders (at all echelons) trained and certified on GCSS-A		
SME's trained and certified on GCSS-A; Army Battlebook System; HAZMAT		
Unit identified in Department of the Army message as drawing Army pre-positioned stocks		
Confirm DEPORD specifies unit will draw APS to include equipment to be left behind		
Deployment and RSOI guidance provided		
Standard Operating Procedures (SOP) outlines training and certification requirements ISO pre-deployment activities and RSOI including APS draw for leaders, SMEs, Advanced Party, UMOs and HAZMAT personnel, etc.		
Leaders and SMEs trained and certified to maintain unit systems to 10-20 standard per AR 750-1		
Conduct leader and technical certification		
Commander has provided maintenance guidance and set priorities		
Develop tracking and inspection program (supply & maintenance)		
Listing of Army pre-positioned stocks unit identification codes (UICs) on hand (Refer to Department of the Army message)		
Discharged Army pre-positioned stocks unit identification code on-hand data from Automated Battle Book System		
Identified equipment in Army pre-positioned stocks that unit personnel must be trained on prior to deployment		
Established liaison with Army Sustainment Command headquarters at Rock Island, Illinois		
Establish liaison with United States Army Medical Logistics Command headquarters, if receiving class VIII		
Identified additional reporting requirements		
Comprehensive and detailed methodology established to: a) track services; b) report equipment/system status; c) set and track priorities; d) receive commanders maintenance guidance		
Coordinated with Army field support battalion for chemical, biological, radiological, and nuclear defense equipment		
Identified chemical, biological, radiological, and nuclear defense equipment deployment with advance party and main body		
Requested and received draw site standard operating procedure		
Received updated hand receipts/inventory from draw site (GCSS-A/Automated Battlebook System (ABS))		
Confirm APS Draw (GCSS-A; ABS)		
Confirm TAT equipment prior to deployment		

	Yes	No
Coordinated with Army field support battalion for issue of authorized stockage list items (if approved in Department of the Army message)		
Updated deployment equipment list/UDL		
Confirm APS equipment is at 10-20 operational standard (Fully Mission Capable)		
Work orders built in GCSS-A & prioritized IAW Commander Guidance		
Class II and Class IX supply shortages and requests visible on equipment status reports (ESR)		
Compare ABS APS inventory to GCSS-A inventory and DEPORD to identify shortages, equipment variants, ESR, etc.		
Conducts weekly or bi-weekly logistics and maintenance meetings (unit to DIV) to inform maintenance decisions and efforts		
Advanced Echelon	**Yes**	**No**
Determined composition of advance party (For example officer in charge, noncommissioned officer in charge, property book officer, supply tech, maintenance, security, liaison team or small arms team)		
Confirm Advanced Party ULN in TPFDD		
Advanced Party SMEs trained and certified to execute supply and maintenance actions on APS		
Identified personnel by name to fill slots		
Identified to accompany troops and not authorized for pre-positioning equipment (to include repair parts and toolboxes)		
Confirm APS equipment maintained to 10-20 maintenance standards per AR 750-1		
Conducted coordination meeting with advance party		
Contacted Army pre-positioned stocks discharge site for final coordination		
Resources and Funds available to execute repairs to APS		
Resources and Funds sync'd to APS maintenance cycles		
Links Work Orders (PB01s) in GCSS-A to ESRs to view APS supply shortages and equipment status in single report; Informs CDRs guidance		
Pre-deployment Activities	**Yes**	**No**
Advanced Party provides CDRs APS Update: a) copy of completed inspections; b) supply shortages to include valid requisitions and c) ESR		
Compare ABS APS inventory to GCSS-A inventory and DEPORD to identify shortages, equipment variants, ESR, etc.		
Monitors and receives reports on APS AOP & TMDE equipment status		
Comprehensive and detailed methodology established to: a) track services; b) report equipment/system status; c) set and track priorities; d) receive commanders maintenance guidance		
Drivers are trained and possess a valid United States military driver's license		
Vehicle operators properly trained and certified		
Generator operators are properly trained and licensed		
APS equipment moved to marshalling area		
Validate communication systems are compatible with Army pre-positioned stocks equipment and notify Army Sustainment Command of compatibility		

Mechanics deploy with general mechanics toolboxes		
Deploy with hand-held communications devices		
Scheduled or coordinated ground transportation for main body		
Master hand receipt holders appointed on orders		
Personnel have required orders with them—assumption of command orders for company commanders or appointment orders for site		
Organization has Quality Assurance/Quality Control Team: a) repairs completed to 10-20 standard; b) SME certification; c) reporting; d) inspections; e) Quality Control		
Main Body	**Yes**	**No**
Identified to accompany troops and not authorized for pre-positioning equipment		
Determined breakdown of unit by planeload		
Finalized Joint Operation Planning and Execution System data input		
Revised plan based on advance party reconnaissance		
Conducted risk assessment (Some Army pre-positioned stocks specific items to consider—chemical, biological, radiological, and nuclear defense equipment, reflective vests, ground guiding flashlights)		

Appendix F

Nodal/Modal Ops

F-1. A/DACG OPS (Each of the sub-appendices include A/DACG as a model. The verbiage for each diagram will be split between an introduction and simple checklists).
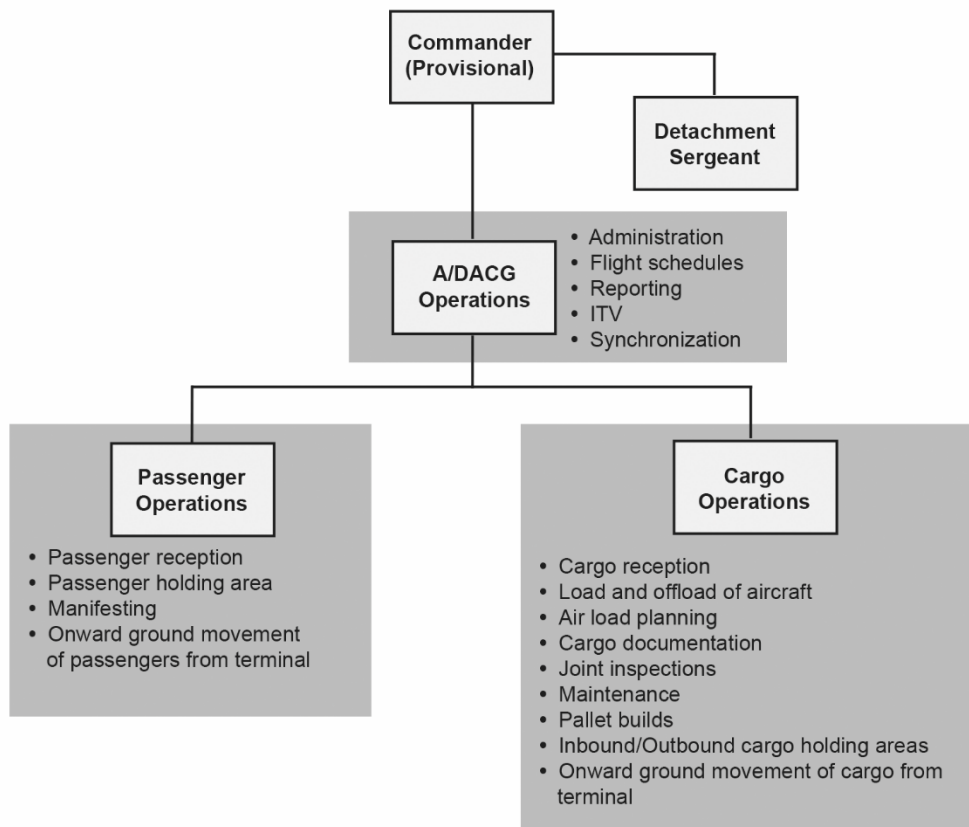
Figure F-1.Notional A/DACG Structure

The A/DACG is an ad hoc organization established to control and support the arrival and departure of personnel, equipment, and sustainment cargo at airfields. Elements of a movement control team and an inland cargo transfer company typically operate the A/DACG however any unit with properly trained personnel and the appropriate equipment can perform the mission.

The base organization of an A/DACG, consisting of a 21 person MCT and a squad from an inland cargo transfer company (ICTC), gives similar capabilities as the Joint Task Force - Port Opening, Rapid Port Opening Element (JTF-PO RPOE). A movement control team (MCT) acts as the Army liaison with the Air Force and can provide a detachment level mission command structure, passenger processing, air load planning, loading coordination, cargo documentation, and the onward movement for cargo and passengers. Elements of an ICTC can augment an MCT to provide the personnel and equipment to load and off-load aircraft as needed, transport cargo for airfield clearance, process outbound equipment, and provide minor maintenance support. If

elements from multiple organizations make up the A/DACG, commanders should consider forming a provisional detachment for better mission command. At a minimum, consider creating memorandums of agreement to outline task responsibilities to include which battalion has oversight.

Air terminal operations can begin once the A/DACG or RPOE is in place and synchronized with their air mobility force counterparts. We can separate air terminal operations into two functions: arrival and departure operations. Regardless of whether an airfield is an APOE or APOD the process of receiving and dispatching passengers, equipment, and supplies remains the same. Airfields designated as either an APOE or APOD may have a larger throughput capacity and will require additional resources compared to other air terminals in the AO. For Notional Air Terminal layout see Army Techniques Publication (ATP), *Army Expeditionary Intermodal Operations*, 21 June 2023, Figure 4-1 Notional Air terminal layout.

> An Aerial Port of Embarkation (APOE) is the port or location where the material or personnel is leaving from. An Aerial Port of Debarkation (APOD) is the final port or destination where personnel or material is delivered.
>
> United States Transportation Command

An arrival operation at an air terminal is the process of receiving passengers and/or cargo via airlift. Numerous functions occur during this process to include off-load, marshaling, providing essential field services, clearing personnel/equipment/cargo from the terminal, and maintaining ITV. The main areas of the airfield for debarkation are the off-loading ramp, holding area, and unit marshaling area. The A/DACG and air mobility force will ensure that arriving aircraft off-load in a timely manner and equipment, supplies, and personnel proceed immediately to the holding area. Normally the air mobility force is responsible for the unloading of aircraft but for small airfields or airfields supporting a brigade combat team or smaller size unit, the A/DACG could be responsible for the physical off-load of the aircraft. The air mobility force is responsible for passenger reception, but the A/DACG can meet arriving passengers at the aircraft and process them through the terminal if there is no air mobility force available.

The air mobility force controls off-load ramp activities. The air mobility force releases each load to the A/DACG for return to unit control at the holding area, sometimes referred to as the inbound yard. Arrival of personnel and equipment can coincide with arrival or draw of equipment, either at the APOD, SPOD, or at the prepositioned stock sites.

Appendix G

Deployment Movement Plan Procedures

Recommended Procedures For Developing A Deployment Movement Plan		
Step	Action	Notes
1	Identify what needs to be moved.	Based upon mission requirements and command guidance, deployment planning must reflect personnel, equipment, and supplies to be deployed, and how the unit will accomplish the move.
2	Identify equipment to accompany troops (TAT) (yellow TAT) and equipment needed immediately upon arrival (red TAT).	Yellow TAT must accompany troops and be accessible en route. Examples include Class I basic load items, unit records, and individual carry-on baggage and weapons. Red TAT must be available at the destination before or upon unit arrival. This equipment may be sensitive cargo that requires special security or handling at the POE or POD. Examples are individual baggage, basic loads of supplies, and crew-served weapons.
3	Identify hazardous cargo.	Transport of HAZMAT requires proper segregation, packing, marking and documentation. The HAZMAT Bulletin Board System at http://www.afmc.wpafb.af.mil/Hazmat/ contains helpful HAZMAT site links including Air Force Joint Manual (AFJM) 24-204 (TM 38-250), Preparing Hazardous Materials for Military Air Shipments and the Code of Federal Regulations (CFR) 49 – Transportation. The International Air Transportation Association (IATA) Dangerous Goods Regulation, the North American Emergency Response Guidebook, and the International Maritime Dangerous Goods (IMDG) Code may be purchased from: LableMaster, 5724 N. Pulaski Road, Chicago, IL 60646.
4	Identify bulk cargo that needs to be moved and develop packing lists.	All consolidated cargo (boxed, crated, etc.) loaded in vehicles, containers, and on 463L pallets must display a separate packing list (DD Form 1750 or DA Form 5748-R) that shows complete contents.
5	Develop vehicle load plans for unit equipment.	Vehicle load plans are recorded on DA Form 5748-R (Shipment Unit Packing List and Load Diagram) for organic vehicles and trailers carrying secondary loads.

Deployment Movement Plan Procedures (Cont.)

	Recommended Procedures for Developing A Deployment Movement Plan	
Step	Action	Notes
6	Identify blocking, bracing, packing, crating, and tie-down (BBPCT) requirements.	All crates containers, boxes, barrels, and loose equipment on a vehicle must be blocked, braced, and tied down to prevent shifting during transit. The POC for blocking and bracing requirements is normally the ITO. SDDC TEA pamphlet MI 24 provides guidance for securing loads moving by air. SDDC TEA pamphlets MI 19 through MI 22 provide guidance for securing loads by other modes.
7	Document and report unit deployment requirements.	Personnel and equipment data are translated into transportation terminology as unit movement data and recorded on the OEL. Units use TC-AIMS II to update the OEL and create the UDL.
8	Determine how personnel and equipment will move to the POEs.	CONUS <u>wheeled</u> vehicles normally convoy to POEs when distances are less than one day drive (less than 300 miles). Tracked vehicles move via military heavy equipment transporters (HETs) or commercial rail, truck, or inland waterway. Unit personnel usually move to the POE by organic vehicles or by military or commercial buses. Army rotary wing aircraft normally self-deploy to the POE.
9	Prepare the unit deployment plan.	Deploying units must determine and document the administrative, logistics and coordination requirements for the plan, including enroute medical, feeding, and maintenance tasks for deployment to POEs.
10	Maintain the deployment plan.	This includes updating the OEL as changes occur in OPLANs, CONPLANs, unit equipment lists or commander's intent. Upon mission execution, actual equipment weights and shipping configurations must also be updated. The updated UDL is critical for the production of unit equipment manifests and military shipping labels. Errors can result in the unit's equipment being frustrated or delayed at the POE.

Deployment Movement Planning Checklist

	Commander's (UMO) Checklist	Yes	No	NA
1	Have a unit movement officer and alternate been appointed?			
2	Does the unit have the required publications to support unit movement planning?			
3	Does the unit have an approved mobilization (USAR only) and deployment (AC/RC) movement plan? (USAR MSC/STARC/installation approved).			
4	Has the unit movement plan been prepared in accordance with FORSCOM/ARNG Regulation 55-1?			
5	Has the unit movement officer reviewed unit plans to ensure that they conform to directives of higher headquarters?			
6	Does the unit have established procedures for the following: a. Identifying, packaging, loading, certifying, and transporting hazardous cargo? b. Marking of vehicles for convoy movement? c. Loading and unloading of vehicles before and after movement? d. Maintaining equipment during convoy movement?			
7	Have SOPs been reviewed and staffed to ensure conformity with regulations?			
8	Does the unit movement plan address the following: a. Movement of the advance detachment to the mobilization station (MS)/POE, if required? b. Movement of the main body? c. Movement of MTOE/CTA equipment?			
9	Does the unit have the most current OEL report data?			
10	Have the appropriate local forms and DD Form 1750 been completed for each loaded vehicle and trailer?			
11	Has the appropriate local form been completed for equipment that cannot be transported organically?			
12	Have BBPCT materials been considered, requirements identified, sources identified, and coordination made with USPFO/SI/MS?			
13	Have unit load teams been identified and trained?			
14	Have convoy requirements been identified, appropriate coordination made, and forms complete?			
15	Has unit properly marked vehicles for convoy movement?			

	Convoy Commander's Checklist	Yes	No	NA
1	Has the unit properly marked vehicles for convoy movement?			
2	Has BBPCT material been considered; requirements identified, sources identified, and coordination made with the USPFO/SI/MS?			
3	Has a reconnaissance of the approved route been made, and a strip map prepared?			
4	Have overweight, oversize, or exceptionally slow vehicles been identified and provisions made for their movement?			
5	Is there a listing of contacts, either telephone numbers or addresses, available along the route in case of incident or accident?			
6	Are specific provisions made to preclude the carrying of passengers in the last vehicle of an element?			
7	Are convoy identifying signs available and in good repair?			
8	Are trucks that are to carry personnel equipped with first aid kits?			
9	Do vehicles that are required to operate at night have the "L" shaped reflective symbol in the lower left corner of the tailgate?			
10	Are flags (BLUE for lead vehicle, GREEN for trail vehicle, and BLACK and WHITE for the convoy commander) available and in good order?			
11	Does each vehicle of the proposed convoy contain a basic highway warning kit appropriate for the vehicle?			
12	Do vehicles transporting compressed gases, explosives, or flammables have flashing lanterns in lieu of flares or fuses?			
13	Have HAZMAT been packed, marked, and placarded according to law and regulation?			
14	Has a properly trained individual certified packing, marking, and placards of HAZMAT items?			
15	Have provisions been made to pay for toll roads, bridges, or others?			
16	Have possible rest stops or break areas along the route been identified on strip maps?			
17	Is a comprehensive checklist for the convoy available?			
18	Have provisions been made for inoperable vehicle recovery?			
19	Has a start point been identified?			
20	Has the release point been identified?			
21	Has the convoy movement order been reviewed to determine the route?			
22	Can bridges and defiles safely accommodate all loaded or tracked vehicles?			
23	Are critical points known and listed on strip maps?			
24	Has the size of march units been determined?			
25	Has the rate of march on the convoy movement order been verified?			
26	Has the vehicle interval on open road been determined?			

	Convoy Commander's Checklist (Cont)	Yes	No	NA
27	Has the type of column been determined?			
28	Have provisions been made for refueling, if required?			
29	Has a suitable bivouac site been selected, if required?			
30	Have convoy clearances been obtained, if required?			
31	Is an escort required and has it been requested?			
32	Are spare trucks available for emergencies?			
33	Are vehicles fully serviced, clean, and ready for loading?			
34	Are loads proper, neat, and balanced?			
35	Are drivers properly briefed?			
36	Is the convoy marked front and rear of each march unit?			
37	Are guides in place?			
38	Are blackout lights functioning?			
39	Are maintenance services alerted?			
40	Is maintenance truck in rear?			
41	Are medics in rear?			
42	Is there a plan for casualties?			
43	Are all interested parties advised of the estimated time of arrival (ETA)?			
44	Is officer at rear of convoy ready to take necessary corrective action such as investigating accidents and unusual incidents, and changing loads?			
45	Has a trail officer been identified?			
46	Is there a personnel/cargo loading plan?			
47	Has a plan been made for feeding personnel?			
48	Has time been established for formation of convoy?			
49	Has time been established for releasing trucks?			
50	Is a written operation order on hand, if required?			
51	Will a log of road movement be required at end of trip?			
52	Has weather forecast been obtained?			
53	Do all personnel have proper clothing and equipment?			
54	Is there a communications plan?			
55	Are personnel prohibited from riding in the cargo compartments of vehicles transporting ammunition?			
56	Are drivers of ammunition briefed on accident emergency response procedures and the required withdrawal distances in case of a fire? (DD Form 836, Special Instructions for Motor Vehicles Drivers)			
57	Are the marshaling areas for ammunition or explosive laden vehicles separated from unrelated personnel, equipment, and facilities by the appropriate distance?			

Logistics Planning Checklist			
Supply:	**Yes**	**No**	**NA**
Unit Supply Operations			
1	Is the unit prepared to deploy with current publications, plans, SOPs, or pre-positioned documents?			
2	Are required unit supply regulations/ publications on hand current?			
3	Are maintenance/technical manuals for unit equipment on hand current?			
4	Does unit have sufficient, up-to-date publications to execute its supply operations in support of deployment and sustainment operations?			
Ammunition Requirements			
1	Is the ammunition basic load (ABL) listing current and available?			
2	Is the ammunition basic load listing updated and signed by the commander (required annually and after MTOE change)?			
3	Are pre-positioned DA Forms 581 for requesting ammunition at the supporting installation?			
4	Are procedures for distribution of TAT ammunition and non-TAT ammunition covered in the unit SOP?			
5	Does the unit have a designated supporting ammunition supply point (ASP) for issue of pre-positioned stocks?			
6	Does the unit SOP contain a by-bunker breakout of the ammunition basic load (ABL)?			
7	Are blocking and bracing requirements for packing ammunition for surface shipment identified and pre-positioned requests provided to the DEH?			
8	Are blocking, bracing, and tie-down materials included in the OEL?			
Basic, Prescribed and Operating Loads or Classes I, II, III, IV, and IX Requirements			
1	Are computed stockage levels adequate to support the unit?			
2	Are computation lists for unit basic loads (UBLs) on hand and current?			
3	Has the unit included provisions for classes of supply in the OEL?			
4	Have significant shortages been identified to higher headquarters and supply support activities for fill upon deployment?			
5	Are on-hand UBLs serviceable/deployable?			
6	If required by the OPLAN, are the unit commander and supply personnel aware of requirements, availability, and necessary quantities of contingency stocks and equipment?			
7	Are they aware of points of storage and pickup for these stocks?			
8	Is the completed supply request for rations to be consumed enroute on hand and current?			

		Logistics Planning Checklist (Cont)	Yes	No	NA
9		Does the unit have a plan (which is not dependent on meal, ready-to-eat (MREs)) for feeding soldiers until deployment?			
10		Has the unit correctly closed out their dining facility and provided alternate meal facilities for their soldiers?			
11		Does the unit SOP, or other standing guidance, include procedures for:			
		a. Organization and training of specialized teams such as load teams, interim property book officer for rear detachment, and others?			
		b. Delineation of deployment preparation responsibilities for unit members, for example, designation of person responsible for load planning supply requirements?			
		c. Submission of pre-positioned supply requests (packing and crating materials; Class I, V, VII contingency items)?			
		d. Reporting MTOE and CTA equipment shortages to higher headquarters for assistance in obtaining needed equipment?			
		e. Reporting equipment requiring maintenance assistance to deploy?			
		CTA 50-900			
1		Are A and B bags packed according to the SOP?			
2		Does each soldier have required CTA 50-900 items? Are items in serviceable condition?			
3		Has the unit taken the necessary steps to see that soldiers have an opportunity to draw central issue facility (CIF) items in serviceable condition?			
4		Does unit have list of required zone clothing for possible contingencies?			
5		Does unit have list of sizes for all personnel?			
		Disposition of POVs, Privately Owned Weapons, and Pets			
1		Does each company/battery-sized unit or detachment have an officer or NCO appointed as POV receiver for their unit?			
2		Are POVs requiring storage identified?			
3		Are installation forms being used for POV storage?			
4		Is POV turn-in included in the N-hour sequence or deployment SOP?			
		Logistics Planning Checklist (Cont)	**Yes**	**No**	**NA**
5		Are pilferable items removed before processing for storage?			
6		Are privately owned weapons registered with the provost marshal?			
7		Do soldiers and/or the unit have plans for disposition of pets?			
		NBC			
1		Does the unit have a written plan showing distribution of nuclear, biological, and chemical (NBC) equipment down to the soldier level?			
2		Is the NBC hand receipt accurate in terms of authorized MTOE and CTA items?			
3		Does unit have on hand the required chemical decontamination equipment (CDE)?			
4		Are there any valid document numbers for CDE shortages on requisition?			
5		Does the unit have a list of battle dress uniform (BDU), overshoes, and gloves			

	requirements by size?			
6	Does the unit have DA Form 2765-1 prepared and pre-positioned for the CDE contingency items?			
7	Does the unit have anyone on the signature card to pick up the Nerve Agent Antidote Kit (NAAK) and Nerve Agent Pyridostigmine Pretreatment (NAPP)?			
8	Does the unit have a packing and loading plan for CDE?			
9	Does the unit have a resupply and distribution plan for CDE?			
10	(When directed for exercise or operation) Does the unit draw and/or load the proper amount of CDE?			
11	Does every soldier have a properly fitted and serviceable protective mask?			
12	Are the authorized quantities of MTOE and CTA items of NBC equipment on hand?			
13	Is NBC equipment serviceable?			
14	If equipment is not serviceable, does the unit have a viable plan to replace unserviceable equipment?			
	Logistics Planning Checklist (Cont)	Yes	No	NA
15	Does the unit maintain records and track individuals who require optical inserts?			
16	Are all pieces of CDE requiring calibration within prescribed timelines?			
17	Does the unit maintain proper packaging and shipping placards for CDE, which contain radioactive sources?			
18	Does the unit maintain a record of lot numbers and expiration dates for CDE?			
19	Does the unit have a written plan on how they will draw, obtain, and ship decontaminating solution #2 (DS2), supertropical bleach (STB), or other decontaminating agents?			

Appendix H

Deployment Reference List

Function	Reference
Duties of unit movement officer	DTR 4500.9-R Part III, AR 525-93
Unit movement data	DTR 4500.9-R Part III
Unit movement plans	TEA Pam 700-2
Transportability of unit equipment	TEA Pam 700-5; TB 55-46-1
Motor transport operations	ATP 4-11; TEA Pam 700-2; MI 20
Convoy plan	ATP 4-11
Rail operations	ATP 4-14; TM 55-2220-058-14; MI 19; TEA Pam 7002
Port operations	ATP 4-13
Airlift operations	DTR 4500.9-R Part III; TM 38-250; MI 24; TEA Pam 700-2
Sealift operations	DTR 4500.9-R Part III; TEA Pam 700-2
Vehicle load plans	MI 20
Aircraft load plans	MI 24
Tie down of equipment in aircraft	MI 24
Containerization	DTR 4500.9-R Part IV; ATP 4-12; TEA Pam 55-23; TEA Pam 700-2
Hazardous Material	49 CFR, *Transportation*; TM 38-250
Automated Information Technology and Radio Frequency tags	DTR 4500.9-R Part II; AR 700-80
Force Provider guidance (FORSCOM units)	FORSCOM/ARNG Regulation 55-1 FORSCOM/ARNG Regulation 55-2
Force Provider guidance (other than FORSCOM)	Guidance published by the applicable Force Provider
AR – Army Regulation ATP – Army techniques publication CFR – Code of Federal Regulations DTR – Defense Transportation Regulation MI – Modal Instruction TEA Pam – Transportation Engineering Agency Pamphlet TM – technical manual	

Appendix I

Predeployment Activities Phase Tasks

Predeployment Activities
Analyze the mission
Structure forces
Refine deployment data
Prepare the force
Schedule the movement
Stand nearly 100% Soldier readiness processing (SRP) complete
Train and appoint unit movement officer (UMO), unit loading teams, hazardous cargo certifying officials, container control officers, and air load planners
Meet with theater redeployment organization to update UDL and enter JOPES level VI data in TC-AIMS II in accordance with theater policy
Develop movement plans and SOPs
Maintain movement binders containing the unit movement plan, unit movement SOP, appointment orders, training certificates, recall rosters
Conduct reconnaissance of the route to pre-designated POEs and of the POEs
Conduct rehearsals to validate deployment plans
Mark and tag equipment for input into the DOD automated identification technology (AIT) system and the DTS
Prepare vehicles and equipment for shipment
Secure basic issue items, weigh, and affix markings, labels, and in-transit visibility devices to equipment, containers, and 463L pallets
Update OEL and develops a UDL
Identify equipment shortages
Review and updates training status
Review maintenance posture, performs scheduled services, begins expediting repairs, and calibrates equipment
Identify and reports personnel shortfalls
Review leave and pass status of personnel
Review SRP
Submit updated unit status report
Review and test unit recall procedures
Review and update vehicle load plans and container packing lists
Validate and submit requisitions
Request additional containers
Cross-level equipment and submits requisitions for unit basic load and other needed supply classes
Update UDL to UMC/ITO to reflect actual weights, sensitive equipment, HAZMAT, and any special hauling requirements identified utilizing the correct codes
Maximize container utilization (75 percent fill) to minimize container requirements; no metal-to-metal contact in accordance with ATP 4-12
Use BBPCT material in accordance with TM 38-701

Place 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
Obtain a copy of each packing list for records in accordance with ATP 4-12 (UMO)
Place HAZMAT placards on container containing HAZMAT
Place dangerous goods declaration and certificate on the inside and outside door of container in accordance with DTR 4500.9-R, 49 CFR and TM 38-250
Segregate and consolidate HAZMAT containers for inspection and movement to POE
Place serial number seals and/or bolts on the doors of the containers
Annotate serial number seals and/or bolts for records in accordance with ATP 4-12 and SDDC Customer Advisory
Ensure Military container, triple container, quadruple container have current Convention for Safe Containers inspection sticker on data plate IAW MIL-HDBK-138B and ATP 4-12
Stencil UIC and shipment unit numbers on all four upper left sides of container
Apply MSLs and AIT media and ensure proper placement on container in accordance with MIL-STD-129R
Submit updated UDL to UMC/ITO with actual weight of loaded pallet, sensitive equipment, HAZMAT, and any special hauling requirements with correct codes
Apply MSLs and AIT media and ensure proper placement on pallet in accordance with MIL-STD-129R
Submit updated UDL to UMC and/or ITO to reflect actual weights, sensitive equipment, HAZMAT, and any special hauling requirements with correct codes
Clean; remove/secure old MSLs and loose items: BII, drip pan, chock blocks, fuel cans, weapon mounts, bows, tarps, antennas, and tire hoist
Mark all equipment front and rear with correct UIC bumper and shipment unit numbers
Ensure vehicles equipped with proper and serviceable lifting devices, shackles or built-in tie-down points front and rear
Ensure vehicle fuel tanks meet requirements in accordance with port call order for POE loading
Apply MSLs and AIT media and ensure proper placement on vehicles in accordance with MIL–STD–129R
Execute unit load plans for secondary loads and reduced vehicles to proper configuration
Identify personnel by force packages (Advance Party and Main Body) and chalks; ensure it reflects on aerial port of embarkation (APOE) passenger manifest
Identify "To Accompany Troops" requirements
Identify supercargoes and PSA augmentation
Ensure personnel know the unit line number (ULN) corresponding to their movement
Prepare transportation requests to move personnel and baggage to APOE

Appendix J

Deployment Documentation

Deployment Documentation Requirements				
	Vehicles(1)	Containers	Pallets, Crates, Conexes	Personal Baggage
All Modes				
Warning Placards (when applicable) (for hazardous cargo)	X	X	X	
Signature and Tally Record (DD Form 1907) (when applicable) for sensitive cargo accountability	X	X	X	
Unit Identification Code (UIC) and Shipment Unit Number (Stenciled)	X(4)	X(5)	X	
Military Shipping Label (DD Form 1387)	X(3)	X(3)	X(3)	
Packing Lists (DD Form 1750/DA Form 5748-R)	X	X	X	
*Security Seal	X(2)	X		
All Modes, Redeployment Only				
*Military Customs Inspection Label (DD Form 1253) or Tag (DD Form 1253-1)	X	X	X	X
*U.S. Customs Accompanied Baggage Declaration				X
+*Decontamination Tag (DD Form 2271)	X	X		
+Commander's Certificate (No ammunition or body parts)	X	X		
+Certificate of Registration (CF 4455 or 4457) (when applicable)				X
+Registration of War Trophy Firearms (DD Form 603) (when applicable)			X	X
Air Only				
Passenger Manifest (DD Form 2131)				X
Cargo Manifest (DD Form 2130 Series)	X	X	X	
Pallet Identifier (DD Form 2775) or compatible form			X	
Special Handling Data/Certification (DD Form 1387-2) (for sensitive and classified)	X	X	X	

	Vehicles(1)	Containers	Pallets, Crates, Conexes	Personal Baggage
Deployment Documentation Requirements				
Shipper's Declaration for Dangerous Goods form Miscellaneous (MISC) Pub. 55-3 for hazardous, sensitive, and	X	X	X	
Advanced Transportation Control and Movement Document (ATCMD)	X	X	X	
SEA ONLY				
Dangerous Goods Shipping Paper/Declaration and Emergency Response Information for Hazardous Materials Transported by Government Vehicles (DD Form 836)	X	X		
RAIL/COMMERCIAL TRUCK ONLY				
Government Bill of Lading (GBL) Prepared by the ITO	X	X		
CONVOY ONLY				
Convoy Clearance Request (DD Form 1265 or DD Form 2777)	X			
Special Handling Permit (DD Form 1266 or DD Form 2777, when required)	X			
Motor Vehicle Inspection (DD Form 626) (when applicable)	X			
Shipping Paper and Emergency Information for Special Instructions For Motor Vehicle Drivers (DD Form 836)	X			

Notes:
X: Identifies documentation requirement
U.S. Customs or USDA inspection may substitute CF for DD Forms.
+   Wartime redeployment.
Includes major weapon systems and aircraft.
Seal affixed to all cargo access areas.
For all vehicles and consolidated shipment units, (containers and 463L pallets), deploying OCONUS or on Emergency Deployment Readiness Exercises (EDREs) or Sealift Emergency Deployment Readiness Exercises (SEDREs), regardless of mode, military shipping labels (DD Form 1387) will be utilized. For vehicles, labels are placed on the front (driver's side) bumper and on the left (driver's side) door.
Stencil the UIC and SUN on the front and rear bumpers in 2-inch lettering.
Stencil/mark FORSCOM and unit-owned containers only.

READINESS AND DEPLOYMENT CHECKLIST

For use of this form, see AR 600-8-101; the proponent agency is DCS, G-1.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 10 USC 136, Under Secretary of Defense for Personnel and Readiness; 10 USC 7013, Secretary of the Army; and AR 600-8-101, Personnel Readiness Processing.

PRINCIPAL PURPOSE: To provide a standardized means to evaluate readiness posture and validate military and nonmilitary personnel for deployment. For additional information see the System of Records Notice A0600-8-104 AHRC, Army Personnel System (APS) https://dpcld.defense.gov/Privacy/SORNsIndex/DOD-Component-Notices/Army-Article-List/

ROUTINE USES: There are no specific routine uses anticipated for this form; however, it may be subject to a number of proper and necessary routine uses identified in the system of records notice(s) specified in the purpose statement above.

DISCLOSURE: Disclosure of this information is voluntary; however, failure to update and confirm information is correct may impede processing time and DCS status of individual.

1. NAME *(Last, First, Middle)*		2. RANK/GRADE	3. UNIT NAME, PHONE NUMBER		4. UIC

5. DOB *(YYYYMMDD)*	8. COMPONENT AC	9. DEPLOYMENT SRP	10. DEPLOYMENT COUNTRY	11. DEPLOYMENT TYPE	12. SOLDIER'S E-MAIL	13. DATE *(YYYYMMDD)*
6. MOS 7. ASI	USAR ARNG	Yes ☐ No ☐		Unit ☐ Individual ☐		

SECTION 1 (UNIT)	Status	Certified By	DATE *(YYYYMMDD)*
PERSONNEL	**DEPLOYMENT VALIDATION**		
1. DD Form 93, Record of Emergency Data - Review and update.			
2. SGLV Form 8286, SGLV Form 8286A, and FSGLI - Review and update.			
3. ID tags (two tag sets with chains) on hand.			
4. Medical warning tags on hand as required.			
5. Common access card on hand.			
6. Expiration of term of service/expiration of service agreement date pending within deployment period.			
7. Verify Soldier's MRC code(s); MAR2 complete for permanent physical profiles 3 or 4 as required.			
8. Conscientious objector status: pending = ready, approved = duty restriction.			
9. BT/AIT or equivalent training completed (includes BOLC, WOBC).			
10. Digital photograph on file (must be a head shot, 4 mega pixel or higher).			
11. Sole surviving son or daughter (waiverable).			
12. Turkish or German citizenship deploying through/to that country.			
13. Former Peace Corps member (for deployment country only).			
14. Former hostage/POW in deployment area (waiverable).			
15. Mother of newborn, single parent, or dual military in adoption process waiver approved (first 12 months).			
16. DA Form 5305, Family Care Plan - Approved, if required.			
17. Soldier for Life - Transition Assistance required? YES/NO. If yes, is Soldier's Individual Transition Plan (DD Form 2648 & DD Form 2648-1) complete? YES/NO.			
18. PERSTEMPO days and input into PERSTEMPO website for all deployment.			
19. Age 18 standard for participation in combat.			
20. Passport or Visa in possession, if required.			
21. DD Form 2760, Qualification to Possess Firearms or Ammunitions - Lautenberg Amendment.			
22. Domestic violence investigation pending (weapon prohibition).			
23. Provost Marshall records check.			
U.S. Army Reserve/Army National Guard Only	**DEPLOYMENT VALIDATION**		
24. All previous discharge certificates (DD Form 214s or DD Form 220s), if applicable.			
25. Mobilization orders.			

DA FORM 7425, FEB 2015

88

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14. NAME *(Last, First, Middle)*		15. RANK/GRADE	16. UNIT NAME, PHONE NUMBER		17. UIC
SECTION 1 (UNIT) Continued			**Status**	**Certified By**	**DATE** *(YYYYMMDD)*
LOGISTICS AND SUPPLY			**DEPLOYMENT VALIDATION**		
1. Personal military clothing, basic issue, or like quantities on hand.					
2. Organizational clothing and equipment issued for duty MOS.					
3. DD Form 2506, Vehicle Impoundment Report - Government provided storage of personal items.					
4. Weapon issued - if applicable, serial number:					
5. Theater specific clothing issued.					
6. Theater specific equipment issued.					
7. Protective mask inserts on hand, as required.					
8. Triple or quadruple flange ear plugs on hand.					
TRAINING			**DEPLOYMENT VALIDATION**		
1. Weapon qualification, if applicable.					
2. OF 346, U.S. Government Motor Vehicle Operator's Identification Card - Military Drivers License, issued, if applicable.					
3. Force protection training administered.					
4. TARP briefing.					
5. Personnel recovery training.					
6. Warrior tasks completed, as required.					
7. Deployment briefing to Family members (only upon alert).					
8. Local laws for deployment country briefing.					
9. Media awareness training.					
10. Theater specific training requirements completed.					
11. UCMJ briefing.					
12. Terrorist briefing.					
13. Geneva Convention briefing.					
14. Safety and Law of Land Warfare briefing.					
15. Service Members Civil Relief Act briefing.					
16. Reemployment Rights briefing.					
17. Employer Support of the Guard and Reserve briefing (USAR/ARNG only).					
18. Army Financial Literacy Training. Training required for pre- and post-deployment (valid 3 years) and if any of the following occurred since last SRP: PCS, Promotion, Marriage, Birth of First Child, Divorce, Vesting in TSP, Continuation Pay, Disabling Sickness/Condition, and Enrollment in EFMP.					
LEGAL			**DEPLOYMENT VALIDATION**		
1. Will (counseling or education).					
2. Power of Attorney (counseling or education).					
SECURITY			**DEPLOYMENT VALIDATION**		
1. Security clearance meets requirement for duty position and deployment mission.					
CHAPLAIN			**DEPLOYMENT VALIDATION**		
1. Chaplain: Appointment or Visit - if requested.					

DA FORM 7425, FEB 2015

18. NAME *(Last, First, Middle)*		19. RANK/GRADE	20. UNIT NAME, PHONE NUMBER		21. UIC

SECTION 2 (INSTALLATION)	Status	Certified By	**DATE** *(YYYYMMDD)*
FINANCE	**DEPLOYMENT VALIDATION**		
1. Perform pay account verification with each Soldier.			
2. Eagle cash card issued.			
MEDICAL	**DEPLOYMENT VALIDATION**		
1. Soldier screened by credentialed provider for all psycho-social risk behaviors. (Behavioral, health, medical, alcohol/substance abuse).			
2. Immunizations current.			
3. Serum Collection.			
4. Human immunodeficiency virus (HIV) antibody test current.			
5. DNA tissue sample on file AFIP - SF 600, Chronological Record of Medical Care.			
6. Verify exceptional Family member status updated, as required.			
7. Medical record review.			
8. Hearing (HRC status: 1/2= Ready, 3/4=Not Ready).			
9. Temporary or permanent profile that restricts deployment (Yes = Not Ready). Deployment only.			
10. DD Form 2795, Pre-Deployment Health Assessment, DD Form 2796, Post Deployment Health Assessment (PDHA), and DD Form 2900, Post Deployment Health Re-Assessment (PDHRA) completed. Deployment only.			
11. Theater specific immunizations required for deployment area.			
12. Prescriptions, sufficient supply; minimum 180 days if OCONUS.			
13. Periodic health assessment completed, as required.			
14. G-6 PD Test. Deployment only.			
15. Neurocognitive assessment (NCA) screening (ANAM, ImPACT, or both). Deployment only.			
16. Pregnancy test within 30 days of deployment. Deployment only.			
DENTAL	**DEPLOYMENT VALIDATION**		
1. Dental classification (1 or 2 = Ready; 3 or 4 = Not Ready) and date.			
VISION	**DEPLOYMENT VALIDATION**		
1. Vision readiness classification (1 or 2 = Ready; 3 or 4 = Not Ready).			
ARMY COMMUNITY SERVICE	**DEPLOYMENT VALIDATION**		
1. Army Community Service: Family Readiness Group or ACS information provided.			
INSTALLATION ADJUTANT GENERAL	**DEPLOYMENT VALIDATION**		
1. DD Form 1172-2, Application for Identification Card/DEER Enrollment - issued/DEERS updated.			

ACCURACY STATEMENT: I understand I am certified for deployment and to the best of my knowledge all information contained in the document is correct and current.

22. SOLDIER'S NAME *(Last, First, Middle)*	23. TITLE	24. UNIT
25. PHONE	26. SIGNATURE	27. DATE *(YYYYMMDD)*

UNIT COMMANDER VALIDATION

28. COMMANDER'S NAME AND RANK *(Last, First, Middle)*	29. TITLE	30. UNIT NAME, PHONE NUMBER
31. EMAIL	32. SIGNATURE	33. DATE *(YYYYMMDD)*

INSTALLATION ADJUTANT GENERAL VALIDATION

34. INSTALLATION/VALIDATION POC *(Last, First, Middle)*	35. TITLE	36. UNIT
37. PHONE	38. SIGNATURE	39. DATE *(YYYYMMDD)*

DA FORM 7425, FEB 2015

Appendix L

CDDP/DRE/EDRE Unit Inspection Checklist

<table>
<tr><td colspan="5" align="center">FORCES COMMAND</td></tr>
<tr>
<td colspan="2" align="center">FORSCOM
Command Deployment Discipline Program Checklist</td>
<td align="center">FUNCTIONAL AREA</td>
<td colspan="2">CHECKLIST REVISION DATE: 20 March 2018</td>
</tr>
<tr>
<td>STAFF PROPONENT</td>
<td>UNIT TELEPHONE NUMBER</td>
<td>UNIT NAME</td>
<td colspan="2">DATE VISITED</td>
</tr>
<tr><td colspan="5" align="center">Training and Assistance Provided or Inspection Conducted By:</td></tr>
<tr>
<td>PRINTED NAME:</td>
<td colspan="2">SIGNATURE:</td>
<td colspan="2">PHONE NUMBER and EMAIL:</td>
</tr>
<tr>
<td colspan="2" align="center">INSPECTABLE ITEMS AND REQUIRED DOCUMENTS</td>
<td align="center">REFERENCE</td>
<td colspan="2" align="center">RECOMMENDATIONS AND COMMENTS</td>
</tr>
<tr>
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A. TASK:
Conduct an evaluation of performance within this functional area utilizing all questions listed below to ensure compliance with established Department of the Army, local and unit policies and procedural standards.

Rate questions either Yes (met standard) or No (does not met the standard).

Deviation below the standard should result in exploration of whether the deviation is the result of training deficiencies or imperfectly understood requirements.

B. CONDITION: In the workplace, individually or as a section, given technical references listed in the below questions, perform tasks to standards.

C. STANDARDS: Receive a "Met Standard" rating of 89-70% of the areas being assessed. Commendable rating will be 90% and above and must receive a **Y** in all critical tasks marked in **bold print**
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FORSCOM /ARNG Regulation 55-1 (13 Jun 16)

AR 525-93 (12 Nov 14), Chapter 2, 3, 4 and Appendix C.

FORSCOM Command Deployment Discipline Program Policy letter (dated 4 Mar 13)
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</tr>
<tr><td colspan="5" align="center">Part I – Deploying Unit</td></tr>
<tr>
<td colspan="2" align="center">INSPECTABLE ITEMS AND REQUIRED DOCUMENTS</td>
<td align="center">Y - Yes
N – No
N/A - NA</td>
<td colspan="2" align="center">RECOMMENDATIONS AND COMMENTS</td>
</tr>
<tr>
<td colspan="2">1. Appoint in writing, an officer or NCO (E6 or above) as a UMO and an alternate (E5 or above).</td>
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</tr>
<tr>
<td colspan="2">2. UMO and alternate have attended or currently scheduled to attend a proponent approved UMODPC</td>
<td></td>
<td colspan="2"></td>
</tr>
</table>

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
3. UMO has at least 1 year retain ability in the unit.		
4. UMO has at least a secret security clearance.		
5. Appoint in writing, hazardous cargo certifying officials that meet DOD requirements		
INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	**Y - Yes N – No N/A - NA**	**RECOMMENDATIONS AND COMMENTS**
6. Appointed a CCO, in writing.		
7. CCOs are in compliance with submitting container inventory updates.		
8. Established and trained unit loading teams:		
a. Rail		
b. Air		
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 and/or installation to mobilization station to POE(s).		
10. Maintains movement binders or continuity books that include appointment orders, training certificates, recall rosters, OEL, transportation requests, and BBPCT requirements, etc.		
11. Maintains complete load plans for each loaded vehicle, trailer, container, and 463L pallet		
12. Submit updated OEL through their chain of command to the ITO UMC semi-annually and as significant changes occur.		
13. Ensures that someone in the unit has a valid TC-AIMS II user id, password, and access to their UICs.		

14. Can demonstrate the knowledge to make a movement plan for air and surface movement by building segments and legs in TC-AIMS II.		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
15. Is the unit following an N-hour sequence from higher HQs? Have they maintained time milestone? (Provide detail in comments)		
16. Has a convoy standard operating procedure for movement to the POE/mobilization station		
17. Understands local procedures to request commercial and military transportation to support movement to the POE/mobilization station		
18. Understands local procedures to prepare special hauling requests.		
19. Understands local procedures to request BBPCT materials from the UMC or other designated source.		
20. Understands local procedures to request and receive 463L pallets and containers.		
21. Understands local procedures to coordinate MHE requirements between units and MHE sources (commercial or military).		
22. Maintains updated copy of this regulation, ATP 3–35, ACOM, and/or ASCC deployment regulations, and local movement directives, as appropriate.		
23. Maintains updated copy of AR 525-93, ATP 3–35, ACOM, and/or ASCC deployment regulations, and local movement directives, as appropriate.		
24. Knowledgeable of how to write RF Tags using TIPS		
25. Knowledgeable of how to upload RF Tag data to the RITV server		
CONTAINERS		
INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
1. Unit submitted updated UDL to UMC and/or ITO to reflect actual weights, dimensional data, sensitive equipment, HAZMAT, and any special hauling requirements identified utilizing the correct codes.		
2. Unit maximized container utilization (75 percent fill) to minimize container		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
requirements; no metal-to-metal contact in accordance with ATP 4–12.		
3. Containers are clean; old MSLs and RFID Tags are removed, and locking mechanisms are functional.		
4. Unit placed a container packing list (DD Form 1750) or shipment packing list (DA Form 5748–R) in a weatherproof container; UMO obtained a copy of each packing list shipment packing list (DA Form 5748–R) in a weatherproof envelope on the inside and outside door of each packed envelope on the inside and outside door of each packed for records in accordance with ATP 4–12.		
5. 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, 49 CFR and TM 38–250; HAZMAT containers are segregated and consolidated for inspection and movement to POE/ mobilization station.		
6. 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.		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
7. 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.		
8. UIC and shipment unit numbers were stenciled on all four upper left sides of container.		
9. Applied MSLs and RFID Tags using TC-AIMS II and insure proper placement on container in accordance with MIL-HDBK-129P		
463L PALLETS		
1. 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.		
2. Applied MSLs and RFID tags using TC-AIMS II and Insure proper placement on container in accordance with MIL–HDBK–129P.		
3. Pallets are weatherproofed, tied down according to on hand USAF load SMEs prior to loading A/C		
VEHICLES		
1. Unit submitted updated UDL to UMC and/or ITO to reflect actual weights, dimensional data, sensitive equipment, HAZMAT, and any special hauling requirements identified utilizing the correct codes.		
2. Vehicles are clean; old MSLs removed; loose items (BII, drip pan, chock blocks, fuel cans, weapon mounts, bows, tarps, antennas, and tire hoist) are removed and secured		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
3. All equipment is marked front and rear with correct UIC bumper and shipment unit numbers.		
4. All vehicles equipped with proper and serviceable lifting devices, shackles or built-in tie-down points front and rear		
5. All vehicle fuel tanks met requirements in accordance with port call message for POE loading.		
6. Applied MSLs and RFID tags using TC-AIMS II and Insure proper placement on container in accordance with MIL–HDBK–129P.		
7. Executed unit load plans for secondary loads and reduced vehicles to proper configuration.		
a. Trailers attached to a prime mover, have electrical plug for brakes and running lights attached		

PASSENGERS		
INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	**Y - Yes** **N – No** **N/A - NA**	**RECOMMENDATIONS AND COMMENTS**
1. Identify personnel by force packages (Advance Party and Main Body) and chalks; Ensure passenger manifests at aerial port of embarkation (APOE) reflect same data.		
2. Identify "To Accompany Troops" requirements		
3. Identify supercargoes.		
4. Ensure personnel know the unit line number (ULN) corresponding to their movement.		
5. Transportation requests are prepared and submitted to move personnel and baggage to APOE.		
6. Manifest brief is conducted by S-1/G-1 or ITO prior to boarding and outlines prohibitive items and required documentation.		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
CONVOY PLANNING		
1. Designate convoy control personnel such as convoy commander, serial commanders, and march unit commanders		
2. Arrange for convoy support, which include enroute messing, maintenance, refueling, medical, and overnight stops		
3. Convoy commander conducts an orientation and safety briefing, to include emergency procedures, before convoy departure		
4. Wreckers and recovery vehicles are equipped for their mission and have emergency quantities of fuels/lubricants		
5. 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.		
6. Vehicles were marked with appropriate convoy clearance numbers (CCN)		
7. A convoy movement plan is developed and approved by higher HQs and briefed to unit leadership.		
8. Unit is knowledgeable of state/host nation travel requirements for military convoys. Security requirements are coordinated for if necessary.		
9. Is HAZMAT training received by your unit vehicles drivers annotated on their driver's license (of 346) and on DA Form 348 (Equipment Operators Qualification Records) IAW AR 600-55. (attach on drivers OF 346 and DA Form 348)		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
Rail		
1. Did the unit conduct a rail movement plan which identified unit responsibilities for all phases of the rail movement? Provide the equipment preparation, railhead operations, train loading and unloading, and security requirements during your rail movement.		
2. Arrive in the Rail Staging Area on time IAW the OPORD or call forward plan/schedule.		
3. Have a railhead safety officer designated.		
4. Have a sufficient number of railcar guides available for loading and unloading operations.		
5. Have all Soldiers participating in rail loading/unloading been briefed on rail operation hazards?		
6. Have trained loading and unloading teams available?		
7. Have vehicles and other equipment correctly prepared for rail loading/movement.		

FORCES COMMAND

FORSCOM Command Deployment Discipline Program Checklist		FUNCTIONAL AREA	CHECKLIST REVISION DATE:
STAFF PROPONENT	UNIT TELEPHONE NUMBER	UNIT NAME	DATE VISITED
Training and Assistance Provided or Inspection Conducted By:			
PRINTED NAME:	SIGNATURE:		PHONE NUMBER and EMAIL:

Part II - Deployment Publications

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
1. As a minimum, does the unit have the following publications on hand, digits, or via the internet?		
a. AR 525-29, Army Force Generation, 14 Mar 11		
b. AR 525-93, Army Deployment and Redeployment, 6 Oct 2023		
c. AR 600-8-101, Personnel Processing, 19 Feb 15		
d. AR 735-5, Policies and Procedures for Property Accountability, RAR Issue 22 Aug 13		
e. ATP 3-35, Army Deployment and Redeployment, Mar 15		
f. ATP 3-39.32, Physical Security, Apr 14		
g. ATP 4-12, Army Container Operations, Jul 13		
h. ATP 4-15, Army Water Transport Operations, Apr 15		
i. ATP 4-16, Movement Control, Apr 2022		
j. DoD 4500.9.R, Defense Transportation Regulation (Parts I, II, III, IV)		
k. FC 500-3-3, FORSCOM Mobilization and Deployment Planning System (FORMDEPS) 15 Jul 99		
l. FC/ARNG Regulation 55-1,Unit Movement Planning 3 Aug 2020)		

m. FC 55-2, Unit Movement Data Reporting,31 Jan 13		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
n. FM 4-01, Army Transportation Operations, Apr 14		
o. Military Handbook 138B, DoD Guide to Container Inspection for Commercial and Military Intermodal Containers, 1 Jan 02		
p. SDDC TEA PAM 55-19, Tie down Handbook for Rail Movements,7th Edition Apr 10		
q. SDDCTEA PAM 55-20, Tie down Handbook for Truck Movements, 4th Edition, Electronically Revised May 09		
r. SDDCTEA PAM 55-21, Lifting and Tie down of US Military Helicopters, 4th Edition Electronically Revised Aug 12		
s. SDDCTEA PAM 55-22, Marine Lifting and Lashing Handbook, 3rd Edition, Electronically Revised, Jul 09		
t. SDDCTEA PAM 55-23, Tiedown Handbook for Containerized Movements, 3rd Edition, Sep 09		
u. SDDCTEA PAM 55-24, Vehicle and Equipment Preparation Handbook for Fixed Wing Air Movements, 3rd Edition, Apr 11		
v. SDDCTEA PAM 70-1 Transportability for Better Deployability, Electronic Update, May 13		
w. SDDCTEA PAM 700-5 Deployment Planning Guide, Jan 12		
y. TM 38-250 Preparing Hazardous Materials for Shipment 09 Sep 20		
z. TB 55-46-1 /TB 55-46-2 Equipment Characteristics Data		
aa. MIL-STD-129P Military Marking for Shipment and Storage, 18 Feb 14		

FORCES COMMAND

FORSCOM Command Deployment Discipline Program Checklist		FUNCTIONAL AREA	**CHECKLIST REVISION DATE:**
STAFF PROPONENT	UNIT TELEPHONE NUMBER	UNIT NAME	DATE VISITED
Training and Assistance Provided or Inspection Conducted By:			
PRINTED NAME:	SIGNATURE:	PHONE NUMBER and EMAIL:	

Part III - CDDP Program

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
Each Commander will provide the command emphasis and training guidance necessary to establish and ensure the success of the unit's CDDP		
1. Has a copy of FORSCOM Command Deployment Discipline Program Policy letter dtd 4 March 13 on-hand (Corps and below)		
2. Commander established a Command Deployment Discipline Program (CDDP) policy (Corps and below)		
3. Commander appointed a primary and alternate CDDP coordinator (Corps and below)		
4. Corps/Div/Bde/Bn conducted annual CDDP inspections of all subordinate units		
5. Command's CDDP checklist contains, at a minimum, the requirements listed in the FORSCOM CDDP Checklist (Corps and below)		
6. Does evaluation results on file contain the following recorded information (Corps and below)		
a. Date of evaluation		
b. Provide a copy of last CDDP		
c. Organization evaluated		
d. Findings and associated suspense dates		
e. Actions taken and repeated findings		
f. Corps/Div/Bde/Bn reviews the results of the last evaluation to determine if units have corrected past discrepancies?		
g. Inspected organization provided with a copy of the CDDP results? Inspected units provide get well plan to HHQs within 30		

days of inspection (Corps and below)		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
h. Higher headquarters (HHQ) provides assistance to subordinate units by conducting training and mentorship to subordinate CDDP monitors (Bn and above**)**		
i. Command plans and conduct annual Deployment Readiness Exercises (DRE) level I, II, and DRE level III for selected subordinate units to ensure unit readiness? (Corps and below)		
j. HHQs/Commanders manage and ensures required duties (Corps and below)		
4. Appoint in writing a trained officer (WO1 or above) as Brigade Movement Coordinator (BMC) and an alternate BMC (E7 or above - BDE only)		
a. Appoint in writing a trained or scheduled to attend a proponent approved UMODPC primary and alternate Unit Movement Officer (UMO)		
b. Appoint in writing a trained primary and alternate Hazardous Cargo certifying official (HAZMAT Certifier/AMMO-62)		
c. Identified/ assigned a trained Air Load team		
d. Identified/ assigned a trained Rail Load team		
e. Appoint a trained primary and alternate Container Control Officer (CCO/AMMO-43 / ACAMS/JCMS)		
f. Appoint a trained primary and alternate TCAIMS II operator		
g. BMC / alternate BMC, UMO / alternate UMO has at least 1 year retainability		
h. BMC / alternate BMC, UMO / alternate UMO has at least a secret clearance		
i. Overall deployment readiness (Corps/Div/Bde) (assigned/trained UMO, HAZMAT, CCO, Air and Rail Load Team, PTDO Unit UDL and Load Plans) over 90%.		

FORCES COMMAND			
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PRINTED NAME:	SIGNATURE:		PHONE NUMBER and EMAIL:

Part IV Deployment/ Movement Plan

INSPECTION POINTS and QUESTIONS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
1. Command has an approved Unit Deployment Plan/Binder IAW FORSCOM Reg 55-1 Appendix H for contingency missions assigned and major exercises (CTC rotations) (Div and below)		.
2. Access to JOPES (at least read only) (BDE and above)		
3. Corps/Div/Bde validates and maintain a copy of subordinate's Deployment Plans/Binders		
4. Approved N-Hour Sequence along with alert order procedure (Corps and below)		
5. Policy or SOP on the Soldier Readiness Processing (SRP) IAW AR 600-8-101 (Corps and below)		

Part V- Unit Movement Data Management

1. Maintain accurate and current Unit Movement Data (UMD) and submit UMD to FORSCOM annually or as significant transportation changes occur IAW FC Reg 55-2? (Corps and below)		
2. Maintain an Installation Transportation Office (ITO) SOP for UMD submission (Corps and below)		
3. Track OEL updates from a recent UMD reporting to COMPASS (Corps and below)		
4. UMD Reporting Accuracy – Selected UIC and recent UMD reporting to COMPASS matched with Property Hand Receipt (BDE and Below).		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
1. Maintains movement binders or continuity books that includes appointment orders, training certificates, recall roster, and Organizational Equipment List (OEL)		
2. Maintains complete load plans for each loaded vehicle, trailer, container, and 463L pallet		
3. Submit updated OEL through their chain of command to the Installation Transportation Office (ITO) Unit Movement Coordinator (UMC) semi-annually		
4. Have a valid TC-AIMSII user ID, password, and access to their UIC		
5. Have access to IGC, SMS, and ICODES		
6. Maintain status of units that submit UMD through their chain of command to the installation UMC semi-annually or as significant changes occur.		
7. Can demonstrate the knowledge to Make Movement Plan for Air and Surface movement by building Segments and Legs in TC-AIMSII		
8. Has a convoy SOP for movement to POE		
9. Demonstrate the knowledge of the local procedures to request commercial and military transportation to support movement to POE		
10. Demonstrate the knowledge of the local procedures to prepare special hauling request.		
11. Demonstrate the knowledge of the local procedures to request BBPCT material from UMC or other designated source		
12. Demonstrate the knowledge of the local procedures to request and received 463L pallets and containers		
13. Demonstrate the knowledge of the local procedures to coordinate material handling equipment (MHE) requirements between units and MHE sources (military and commercial)		

FORCES COMMAND			

FORSCOM Command Deployment Discipline Program Checklist		FUNCTIONAL AREA	**CHECKLIST REVISION DATE:**
STAFF PROPONENT	UNIT TELEPHONE NUMBER	UNIT NAME	DATE VISITED

Training and Assistance Provided or Inspection Conducted By:		
PRINTED NAME:	SIGNATURE:	PHONE NUMBER and EMAIL:

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	REFERENCE	RECOMMENDATIONS AND COMMENTS
A. TASK: 1. Conduct an evaluation of performance within this functional area utilizing all questions listed below to ensure compliance with established Department of the Army, local and unit policies and procedural standards. 2. Rate questions either Yes (met standard) or No (does not met the standard). 3. Deviation below the standard should result in exploration of whether the deviation is the result of training deficiencies or imperfectly understood requirements. **B. CONDITION:** In the workplace, individually or as a section, given technical references listed in the below questions, perform tasks to standards. **C. STANDARDS:** Receive a "Met Standard" rating of 89-70% of the areas being assessed. Commendable rating will be 90% and above and must receive a **Y** in all critical tasks marked in **bold print**	FORSCOM /ARNG Regulation 55-1 (13 Jun 16) AR 525-93 (06 Oct 23), FORSCOM Command Deployment Discipline Program Policy letter (dated 4 Mar 13)	

RAIL RESPONSIBILITIES		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
1. Provide personnel augmentation for loading operations, and to act as senior unit representative at the Sea Port of Embarkation		
2. Identify Supercargoes		
3. Ensure vehicle reductions are IAW the type of ship being used		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
4. Ensure all vehicles have proper tie-down shackles. **NOTE:** M1A2 should have shackles with a Working Load Limit (WLL) of 14 short tons, must have 6 shackles.		
5. Ensure secondary loads are blocked, braced, and tied down properly		
6. Ensure secondary loads are annotated on the UDL		

FORCES COMMAND

FORSCOM Command Deployment Discipline Program Checklist		FUNCTIONAL AREA	CHECKLIST REVISION DATE:
STAFF PROPONENT	UNIT TELEPHONE NUMBER	UNIT NAME	DATE VISITED
Training and Assistance Provided or Inspection Conducted By:			
PRINTED NAME:	SIGNATURE:		PHONE NUMBER and EMAIL:

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	REFERENCE	RECOMMENDATIONS AND COMMENTS
A. TASK: 1. Conduct an evaluation of performance within this functional area utilizing all questions listed below to ensure compliance with established Department of the Army, local and unit policies and procedural standards. 2. Rate questions either Yes (met standard) or No (does not met the standard). 3. Deviation below the standard should result in exploration of whether the deviation is the result of training deficiencies or imperfectly understood requirements. **B. CONDITION:** In the workplace, individually or as a section, given technical references listed in the below questions, perform tasks to standards. **C. STANDARDS:** Receive a "Met Standard" rating of 89-70% of the areas being assessed. Commendable rating will be 90% and above and must receive a **Y** in all critical tasks marked in **bold print**	FORSCOM /ARNG Regulation 55-1 (13 Jun 16) AR 525-93 (12 Nov 14), FORSCOM Command Deployment Discipline Program Policy letter (dated 4 Mar 13)	

SPOE UNIT RESPONSIBILITIES

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
1. Provide personnel augmentation for loading operations, and to act as senior unit representative at the Sea Port of Embarkation		
2. Identify Supercargoes		
3. Ensure vehicle reductions are IAW the type of ship being used		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
4. Ensure all vehicles have proper tie-down shackles. **NOTE:** M1A2 should have shackles with a Working Load Limit (WLL) of 14 short tons, must have 6 shackles.		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
5. Ensure secondary loads are blocked, braced, and tied down properly		
6. Ensure secondary loads are annotated on the UDL		
SPOE ITO RESPONSIBILITIES		
7. Meet Port Call windows		
8. Coordinate with SDDC representatives at the SPOE		
9. Maintain communications with the SPOE to ensure convoy and rail departure/arrival times are known		
10. Provide liaison between the seaport and installation		

FORCES COMMAND

FORSCOM Command Deployment Discipline Program Checklist		FUNCTIONAL AREA	CHECKLIST REVISION DATE:
STAFF PROPONENT	UNIT TELEPHONE NUMBER	UNIT NAME	DATE VISITED
Training and Assistance Provided or Inspection Conducted By:			
PRINTED NAME:	SIGNATURE:		PHONE NUMBER and EMAIL:

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	REFERENCE	RECOMMENDATIONS AND COMMENTS
A. TASK: 1. Conduct an evaluation of performance within this functional area utilizing all questions listed below to ensure compliance with established Department of the Army, local and unit policies and procedural standards. 2. Rate questions either Yes (met standard) or No (does not met the standard). 3. Deviation below the standard should result in exploration of whether the deviation is the result of training deficiencies or imperfectly understood requirements. **B. CONDITION:** In the workplace, individually or as a section, given technical references listed in the below questions, perform tasks to standards. **C. STANDARDS:** Receive a "Met Standard" rating of 89-70% of the areas being assessed. Commendable rating will be 90% and above and must receive a **Y** in all critical tasks marked in **bold print**	FORSCOM /ARNG Regulation 55-1 (13 Jun 16) AR 525-93 (12 Nov 14), FORSCOM Command Deployment Discipline Program Policy letter (dated 4 Mar 13)	

APOE UNIT RESPONSIBILITIES

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
1. Prepare air load plans		
2. Appoints plane load commanders as needed to provide command and control for every deploying chalk		
3. Coordinates with A/DACG to ensure availability of special equipment required for a mission		
4. Coordinates 463L pallet and cargo net requirements with the ITO		

5. Determines shoring requirements for cargo, pallets, rolling stock and loaded loose material on aircraft, cargo pallets, nets and containers		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
6. Ensures all equipment and vehicles are configured for air movement prior to arrival at the A/DACG		
7. Ensures all equipment and vehicles have an MSL attached		
8. Provides personnel and mechanics to correct deficiencies found during inspections or provide similar vehicle or equipment on a standby basis		
9. Provides Aircraft load teams, as required, to assist in loading and offloading pallets, heavy drop platforms, and container delivery systems (CDS) bundles: ensures aircraft load teams are available in the event of mission changes or cancellations.		
10. Submits passenger manifests following final manifest call to the passenger facility coordinator		

APOE ITO Responsibilities

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y – Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
1. Provides guidance, direction, and resources to the A/DACG team		
2. Obtains TC-AIMS II deployment planning files and transmits data as required to support the air deployment process		
3. Provides the deploying units with a "show time" for passengers and equipment		
4. Ensures that calibrated vehicle and pallet scales are available		
5. Provides MHE as needed while processing equipment		

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	Y – Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
6. Completes a pre-joint inspection (JI) for each chalk in the AHA to ensure that the deploying unit has weighed and measured all equipment, marked required Center of Balance (CB), and staged equipment in the call forward area.		
7. Coordinates with the supporting USAF element for the formal JI		
INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	**Y – Yes N – No N/A - NA**	**RECOMMENDATIONS AND COMMENTS**
8. Reviews air load plans and passenger manifest to ensure they are complete, accurate, and signed by the preparer and certifying official		
9. Provides assistance during JI with personnel from the supporting Aerial Port Squadron (APS) and deploying unit		

FORCES COMMAND			
FORSCOM Command Deployment Discipline Program Checklist		FUNCTIONAL AREA	**CHECKLIST REVISION DATE:**
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Training and Assistance Provided or Inspection Conducted By:			
PRINTED NAME:	SIGNATURE:		PHONE NUMBER and EMAIL:

INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	REFERENCE	RECOMMENDATIONS AND COMMENTS
A. TASK: 1. Conduct an evaluation of performance within this functional area utilizing all questions listed below to ensure compliance with established Department of the Army, local and unit policies and procedural standards. 2. Rate questions either Yes (met standard) or No (does not met the standard). 3. Deviation below the standard should result in exploration of whether the deviation is the result of training deficiencies or imperfectly understood requirements. **B. CONDITION:** In the workplace, individually or as a section, given technical references listed in the below questions, perform tasks to standards. **C. STANDARDS:** Receive a "Met Standard" rating of 89-70% of the areas being assessed. Commendable rating will be 90% and above and must receive a **Y** in all critical tasks marked in **bold print**	FORSCOM /ARNG Regulation 55-1 (13 Jun 16) AR 525-93 (12 Nov 14), Chapter 2, 3, 4 and Appendix C. FORSCOM Command Deployment Discipline Program Policy letter (dated 4 Mar 13)	

SPOD		
INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	**Y - Yes N – No N/A - NA**	**RECOMMENDATIONS AND COMMENTS**
1. Provide personnel augmentation for loading operations, and to act as senior unit representative at the Sea Port of Debarkation		
2. Identify Supercargoes, identify capability (maintenance, C2, etc.) take control of personnel for offload operations as needed		
3. Ensure vehicle reductions are IAW the type of onward movement being used		

	Y - Yes N – No N/A - NA	RECOMMENDATIONS AND COMMENTS
4. Ensure all vehicles have proper tie-down shackles. **NOTE:** M1A2 should have shackles with a Working Load Limit (WLL) of 14 short tons, must have 6 shackles.		
INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	**Y - Yes** **N – No** **N/A - NA**	**RECOMMENDATIONS AND COMMENTS**
5. Ensure secondary loads continue to be blocked, braced, and tied down properly		
6. Ensure secondary loads are annotated on the UDL		
SPOD ITO (SDDC) RESPONSIBILITIES		
INSPECTABLE ITEMS AND REQUIRED DOCUMENTS	**Y - Yes** **N – No** **N/A - NA**	**RECOMMENDATIONS AND COMMENTS**
7. Meet Port Call windows		
8. Coordinate with SDDC representatives at the SPOD		
9. Maintain communications with the SPOD to ensure convoy and rail departure/arrival times are known		
10. Provide liaison between the seaport and installation		

Appendix M Sample CDDP SOP

SAMPLE

AFVG-SBD-CDR   15 July 2019

MEMORANDUM FOR RECORD

SUBJECT: Unit Movement Readiness and Command Deployment Discipline Program (CDDP) Standard Operating Procedure (SOP)

    1. REFERENCES:

    a. Army Regulation (AR) 525-93, Army Deployment and Redeployment

    b. Army Regulation (AR) 700-80, Army In-Transit Visibility

    c. Army Regulation (AR) 56-4, Distribution of Material and Distribution Platform Management

    d. Army Techniques Publication (ATP) 3-35, Army Deployment and Redeployment

    e. Army Techniques Publication (ATP) 4-12, Army Container Operations

    f. Army Techniques Publication (ATP) 4-11, Army Motor Transport Operations

    g. FORSCOM Regulation 55-1, Unit Movement Planning

    h. FORSCOM Regulation 55-2, Unit Movement Data Reporting

    i. Joint and Supplemental Time Phased Force Deployment Data (TPFDD) Letters of Instruction (LOI)

    j. MIL-STD-3037, Inspection Criteria for International Organization for Standardization (ISO) Containers and Department of Defense (DoD) Standard Family of ISO Shelters

2.   PURPOSE: To standardize deployment operations, as it pertains to unit movements, enforce regulatory policies, and enhance deployment readiness and proficiency.

3.   OBJECTIVES: The Command Deployment Discipline Program (CDDP) is a commander's program. The program assists commanders with enforcing movement core competencies and establishes responsibilities to meet regulatory requirements and verify that units adhere to the existing DoD, U.S. Army, and FORSCOM policies. The

CDDP also provides a preliminary assessment in recognizing and nominating exceptional units to participate in the Army Chief of Staff's, Deployment Excellence Award Program.

4.   RESPONSIBILITIES:

a. Brigade Mobility will:

1. Consist of the Mobility Officer (882A) and Transportation Logistics NCO (88N4O) and be appointed, in writing, as the Brigade CDDP Managers.

2. Account for the supervisory oversight and CDDP administration. During transition periods, the *CDDP Manager* role will default to the senior Transportation officer or non-commissioned officer (88N) in the brigade staff.

3. Maintain a Joint Operation Planning and Execution System (JOPES) account, monitor Time-Phased Force Deployment Data (TPFDD), and publish/monitor strategic movement timelines, as approved by U.S. Transportation Command (USTRANSCOM).

4. Publish Combatant Commander (CCDR) guidance, based on their respective supplemental TPFDD letter of instruction (LOI).

5. Coordinate with local, joint, and/or host nation agencies to facilitate effective and efficient use of all transportation modes.

6. Educate and assist key personnel within the command in the implementation of CDDP and ensure the commander's guidance is understood and enforced.

7. Advise the commander on CDDP status within the organization, as requested, and upon the completion of scheduled evaluations.

8. Schedule and conduct evaluations and monitor the program procedures for areas of improvement.

9. Review CDDP evaluation results and identify strengths and weaknesses throughout the brigade.

10.   Document all evaluation results and conduct follow-up evaluations to validate corrective actions on previously identified deficiencies.

11.   Provide a CDDP monitoring plan and evaluation schedule to each respective battalion S4 and Unit Movement Officer (UMO).

12.   Use CDDP evaluation results as a tool to determine and recommend candidates for the Army Deployment Excellence Award Program.

13.   Establish and enforce a Unit Movement Data (UMD) validation and reporting schedule to the Installation Transportation Office (ITO) and Division Transportation Office (DTO).

b. Commanders will:

1.   Support BDE Mobility and appointed Soldiers with program implementation and maintenance for their units IAW the listed references.

2.   Ensure Soldiers appointed within their units are trained and proficient in their duties IAW the listed references and special instructions identified in the appointment orders, standardized by the BDE Mobility (Enclosure 3).

3.   Furnish copies of unit assumption of command orders, CDDP-related additional duty appointment orders, and respective training certificates to Battalion UMOs and BDE Mobility.

4.   IAW AR 525-93 and FORSCOM Regulation 55-1, appoint, in writing, a minimum of one (1) SSG or above (primary) and one (1) SGT or above (alternate) Unit Movement Officer (UMO), who are also appointed on the same orders as the unit's Transportation Coordinator's Automated Information for Movements System (TC-AIMS) operators.

5.   IAW AR 525-93 and FORSCOM Regulation 55-1, appoint, in writing, a minimum of one (1) SSG or above (primary) and one (1) SGT or above (alternate) Hazardous Materials (HAZMAT) Certifier.

6. IAW FORSCOM Regulation 55-1, appoint, in writing, at levels of battalion/brigade, and specialty units (company/detachment) who deploy modularly (e.g., MCT, FFC, FMSU, HRC, etc.) a minimum of one (1) SSG or above (primary) and one (1) SGT or above (alternate) Air Load Planner (ALP).

7. IAW AR 525-93 and FORSCOM Regulation 55-1, appoint, in writing, a minimum of one (1) SSG or above (primary) and one (1) SGT or above (alternate) Container Control Officer (CCO).

8. IAW FORSCOM Regulation 55-1, appoint, in writing, a minimum of twenty percent (20%) of each unit to conduct Unit Load Team duties. It is the unit commander's discretion regarding the makeup of the team (e.g., 5% air team and 15% rail team), based on the type of equipment and typical deployment mode of the unit.

9. IAW AR 525-93 and FORSCOM Regulation 55-1, annually conduct a minimum of one (1) Level II deployment readiness exercises (DRE), which will incorporate the use of mock-ups, when available; training will be on unit training calendars and coordination made in advance with supporting brigade-level sections.

10. Strictly adhere to deployment plans and timelines, based on published orders.

11. Ensure unit equipment is maintained at a high state of readiness, able to rapidly deploy and conduct any assigned mission.

12. Ensure unit personnel and their families are well-prepared for separation throughout the duration of training exercises and deployments whether planned, short-notice, or no-notice.

13. Supervise the safe execution of all unit movement tasks and report status of completion through appointed UMOs and S3 channels.

14. Continually strive to build a strong contingency of UMO, HAZMAT, ALP, CCO, and Unit Load Team appointed Soldiers within their units, in order to prevent a lapse in continuity which creates potential for significant deployment and redeployment challenges.

15. Validate Unit Deployment Lists (UDLs), provided by the UMO, and ensure that the unit adheres to a (+/-) 10% variance on validated cargo ULN dimensions via surface, a (+/-) 5% variance on validated cargo ULN weights deploying via airlift, and a (+/-) 10% variance on validated passenger (PAX) ULNs deploying via airlift and/or charter bus.

Note: For shipments supporting Combatant Commanders (CCDRs), deviations from these tolerances will require a memorandum (completed on SIPR) stating the deploying unit's UIC, FTN, ULNs affected, justification, and potential operational impact to the mission. **Validating memorandums must be signed by the first O-7 in the chain of command.**

    c.   Unit Movement Officers will:

       1.   Perform duties IAW AR 525-93, ATP 3-35: Appendix D, FORSCOM Regulation 55-1, and FORSCOM Regulation 55-2.

       2.   Request and maintain a Transportation Coordinator's Automated Information for Movements System (TC-AIMS) account for each responsible UIC (See Enclosure 10 for request form).

       3.   Request and maintain accounts listed in Enclosure 1 and Enclosure 2.

       4.   Maintain copies of unit assumption of command orders, CDDP-related additional duty appointment orders, and respective training certificates within a UMO Binder (See checklist in Enclosure 4).

       5.   Quarterly update and validate the unit Organizational Equipment List (OEL) via TC-AIMS; maintain UMO and company commander signed copy of OEL in UMO Binder.

       6.   As required, for deployments/exercises, provide the unit commander, Battalion UMO, and BDE Mobility with **INITIAL Cargo UDL** equipment quantities by type for rolling-stock and containers, to include **INITIAL PAX Counts** at the following times, prior to departure from Installation (Published RLD: Ready-to-Load Date):

          a. **OCONUS Vessel Deployment:** 180 calendar days

          b. **OCONUS Air Deployment:** 95 calendar days

          c. **CONUS Rail/Line Haul (CTC Rotation/Exercises):** 75 calendar days

          d. **CONUS Air/Bus (CTC Rotation/Exercises):** 60 calendar days

       7.   As required, for deployments/exercises, provide the unit commander, Battalion UMO, and BDE Mobility with accurate **FINAL Cargo UDL** equipment quantities with weights, dimensions, hazardous materials and sensitive items documentation, to include **FINAL PAX Counts** at the following

times, prior to departure from Installation (Published RLD: Ready-to-Load Date):

      a.   **OCONUS Vessel Deployment:** 75 calendar days

      b.   **OCONUS Air Deployment:** 45 calendar days

      c.   **CONUS Rail/Line Haul (CTC Rotation/Exercises):** 45 calendar days

      d.   **CONUS Air/Bus (CTC Rotation/Exercises):** 35 calendar days

Note: For shipments supporting Combatant Commanders (CCDRs), deviations from these timelines will require a memorandum (completed on SIPR) stating the deploying unit's UIC, FTN, ULNs affected, justification, and potential operational impact to the mission. **These memorandums must be signed by the first O-6 in the chain of command.**

      8.   Obtain passenger (PAX) manifests and provide to respective S1, as well as the BDE Mobility, and provide updates as changes occur (See Enclosure 4).

      9.   Staff concept of operations (Enclosure 11) and deliberate risk assessments, detailing the unit movement plan to/from the transportation node(s), timelines, uniform, life support activities, evacuation plan, responsibilities of supported/supporting units, and reception, staging, onward movement, and integration (RSOI) plans for the following events:

      a. **CONUS Oversize/Overweight Convoy Clearance Plan:** 75 calendar days prior

      b. **CONUS NON-Oversize/Overweight Convoy Clearance Plan:** 45 calendar days prior

      c. **Railhead Plan (Deploy):** 45 calendar days prior

      d. **Railhead Plan (Redeploy):** 30 calendar days prior

      e. **Seaport Plan (PSA Only):** 30 calendar days prior

      f. **Strategic Air Movement Plan:** 20 calendar days prior

      g. **Commercial Line Haul Plan:** 14 calendar days prior

h. **PAX Movement Plan (Bus/Air):** 14 calendar days prior

10.	Advise the unit on conducting safe unit movement operations, instructing Soldiers and leadership on proper hand and arm signals during ground-guiding, required personnel protective equipment (PPE), and safe loading/unloading procedures.

11.	Advise the unit on adherence to proper CONUS convoy standards, IAW ATP 4-11, Appendix G and FORSCOM Regulation 55-1; coordinate with unit supply personnel for obtaining signs and flags.

12.	Coordinate and sign for rail toolkits/spanners from the railhead managers prior to rail operations.

13.	Submit closure reports through unit leadership to respective Battalion S3, as well as the BDE Mobility, upon completion of unit movement operations.

14.	Coordinate with unit supply personnel to order and maintain stocks of unit movement related supplies, contained in a UMO Supply Box, such as: bolt-seals, locks,

HAZMAT placards/labels, zip-ties, plastic packing list envelopes, spray paint, spray glue, tape, clipboards, CGU-1/B tie-down straps, permanent markers, lacing wire (for rail), blank disks, pocket folders, paper, printed out commonly used forms, etc.

15.	Coordinate through unit supply personnel for all blocking, bracing, packaging, crating, and tie-down (BBPCT) material (Class IV), as required, NLT one-hundred and twenty (120) calendar days prior to deployment from Installation.

16.	If cargo damage, theft, or tampering of cargo is found upon arrival of unit cargo at unit marshalling area, immediately inform leadership and call the local military police/law enforcement agency to file a report. Once the investigation is complete, submit a transportation discrepancy report (TDR), DD361, with supporting documentation, through unit supply personnel to respective Battalion S4 and the BDE Mobility.

17.	Ensure all deficiencies identified during CDDP evaluations are corrected within thirty (30) calendar days.

18.	As required, coordinate CDDP re-evaluation with BDE Mobility within fourteen (14) calendar days.

d. HAZMAT Certifiers will:

    1.   Remain relevant and strictly adhere to all DoD, local, state, national, and international laws and regulations.

    2.   Coordinate with unit supply personnel to purchase and maintain stocks of HAZMAT-related supplies and regulations (e.g., hard-copy regulations, placards, labels, protective packaging, etc.). Primary regulations, required to be up-to-date and on-hand at all times, whether digital or hard-copy, are: FORSCOM Regulation 55-1, TM 38-410, CFR 49, IMDG Code, IATA Code, ICAO Code, AFMAN 24-204, Emergency Response Guidebook, and the Hazard Classification of U.S. Military Explosives and Munitions (Yellow Book). See Enclosure 1 for website addresses.

    3.   Be present and advise the UMO during all phases of deployment operations, regardless of transportation mode.

    4.   Upon approval of HAZMAT documentation by the transportation mode manager, furnish signed copies of each document to the UMO and mode manager.

e. Air Load Planners will:

    1.   Perform duties IAW FORSCOM Regulation 55-1, Air Force Manual (AFMAN) 24-204, U.S. Air Force Air Transport Test Loading Activity (ATTLA) certifications, and all applicable aircraft technical publications.

    2.   Maintain an Integrated Computerized Deployment System (ICODES) account and other required accounts listed in Enclosure 1.

    3.   Be present and advise the UMO during all phases of air deployment operations.

    4.   Ensure unit PAX and cargo are prepared for deployment via airlift by coordinating with the UMO and Arrival/Departure Airfield Control Group (A/DACG) for planning purposes, inspecting cargo for air worthiness prior to arrival at the A/DACG, and advising the in-flight chalk/troop commander on responsibilities, as well as providing a PAX prohibited items list.

    5.   Coordinate through the UMO and A/DACG for transportation inspection points and scales (TIPS) dates, as well as 463L pallet system requirements, including nets, chains, and tie-down devices.

6.   Upon approval of air load plan documentation by the transportation mode manager, furnish signed copies of each document to the UMO, BDE Mobility, and mode manager.

f.   Container Control Officers will:

1.   Perform duties IAW AR 56-4, ATP 4-12, FORSCOM Regulation 55-1, and MIL-STD-3037.

2.   Maintain a Joint Container Management (JCM) account, used to update/report on-hand inventory, ownership, and condition status of each 20FT, 40FT, TRICON, BICON, QUADCON, and BOH FPU containers under their unit's Class II DoDAAC(s).

3.   Weekly (NLT COB Thursday), provide container inventories/updates in the JCM system to BDE Mobility. See Enclosure 1 for required website address.

4.   NLT two (2) months prior to the expiration month of the Convention for Safe Containers (CSC) inspection sticker (DD 2282) or four (4) years and ten (10) months from container's original manufacture date, listed on the data plate, inspect for structural serviceability of ISO containers within the unit; for intermodal shipping, CSC stickers must remain valid for ninety (90) days past the date of redeployment.

5.   Ensure unit is informed of and adheres to published container marking standards, IAW FORSCOM Regulation 55-1.

6.   Assist unit supply personnel with the turn-in and/or lateral transfer of containers, ensuring that JCM reflects the change in container ownership/status.

5. EVALUATION PROCEDURES:

a.   Evaluations will be conducted IAW the checklists published in AR 525-93, Appendix C, III Corps published checklists (See Enclosures 6, 7, 8 and 9), through the inspection of the UMO Binder Checklist (Enclosure 4), UMO Supply Box, and the demonstrated ability of appointed Soldiers to conduct their duties, through either DRE or worldwide deployments/redeployments.

b.   Evaluators will allow thirty (30) days to correct all failed regulatory requirements and will conduct a re-evaluation at a mutually agreed

upon date. Re-evaluations will only address deficiencies identified during the previous evaluation.

      c.   Evaluators will provide a signed copy of the evaluations to the company commander, Company UMO, Battalion UMO, and Battalion S4 within twenty-four (24) hours of the evaluation.

      d.   Evaluations will be maintained in the UMO binder for a period of two (2) years.

      6. The proponent for this SOP is the Brigade Mobility Officer, CW2 Douglas Maxwell at 915-744-4278 or via email at douglas.b.maxwell4.mil@mail.mil and the Brigade Mobility NCOIC, SFC Robert Gain at 915-744-4278 or via email at robert.b.gain2.mil@mail.mil.

<div align="center">///Original Signed///</div>

11 Encls   RONNIE D. ANDERSON JR.
1. 1AD SB Required Mobility Websites COL, LG
2. 1AD SB Useful Mobility Websites   Commanding
3. 1AD SB Example CDDP Appt. Orders
4. 1AD SB UMO Checklists
5. 1AD SB CDDP Training Slides
6. III Corps CDDP Company Dipstick
7. III Corps CDDP Battalion Dipstick
8. III Corps CDDP Brigade Dipstick
9. III Corps CDDP Brigade Checklist
10. TCAIMS Account Request Form
11. 1AD SB Unit Movement Plan

Appendix N

Sample Unit Movement Plan

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

UNCLASSIFIED

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

MOVEMENT PLAN

References: FM, AR, Joint Force Headquarters, installation, etc.
Mobilization, Exercise, and Deployment Plan, (any other maps, SOPs, manuals, etc.)
        Include dates of publications.
Time Zone Used Throughout the Plan: Task Organization
HQ, HHC,____Bn_____,_
Co A   _____,
Co B   ,_____
Co C   ,_____
Co D   ,_____
        Det   ,_____

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

a.   Attachments and Detachments: Listed with appropriate units or the word "none."
b.   Assumptions: These are the conditions a commander believes will exist at the time the plan becomes a movement order.

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

3.   **EXECUTION**: Outlines the necessary planning, coordination, and execution functions that take place in order to accomplish the mission.
a.   Concept of Movement: Clarifies the purpose of the plan and addresses:
(1)   Receipt of movement orders.

(2)   Update and validation of OEL.
(3)   Recovery of equipment.
(4)   Commercial movement of personnel (buses, etc.).
(5)   Deadline to complete packing and loading.
(6)   Advance party.
(7)   Main body.
(8)   Order of march and convoy numbers for highway movement.
(9)   Shuttle of equipment.
(10)   Commercial movement of vehicles/equipment.
(11)   Priority of support.
(12)   UMC and ITO coordination.
(13)   ITO designated load dates and locations.
(14)   UMO duties and responsibilities.
(15)   Projected POEs.
(16)   Applicable OPLAN.
(17)   Actions at POE (reduction, receipt of cargo, etc.).
b.   Tasks to Subordinate Units and Elements: Outlines tasks to ensure action by subordinates.
(1)   Company, platoon, or section tasks.
(2)   Maintenance.
(3)   Supply.
(4)   Food service.
(5)   Rear detachment.
(6)   Chemical, biological radiological, and nuclear operations.
(7)   Loading teams.
(8)   Training.
(9)   Rail guards, convoy guides, supercargoes, etc.
(10)   Reports.
c.   Coordinating Instructions: Planning and executing with:
(1)   Higher headquarters.
(2)   Destination and ITO.
(3)   Installation.
(4)   Transportation terminal nodes.
(5)   Local agencies.
(6)   All elements internal to unit.

4.   **SUSTAINMENT**: Outlines the support needed for the unit move. The information must be in the basic plan (if less than a page in length) or in an annex (if the information requires more than one page).
a. Supply.
b.   Maintenance.
c.   Transportation.
d.   Procurement.
e.   Facilities/Equipment.
f.   Medical Evacuation Procedures.
g.   Personnel.

h.   Civil/Military Coordination.
i. Other.

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

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

ANNEX A - Procurement.
ANNEX B - Class I.
ANNEX C - Class II. Clothing, individual equipment, tentage, organizational tool sets, chemical, biological, radiological, and nuclear protective clothing and individual/personal decontamination items, hand tools, electronics, administrative housekeeping supplies, and weapons.
ANNEX D - Class III.
ANNEX E - Class IV. This includes information on material for securing vehicle secondary loads and securing major end items to transportation assets.
Appendix 1 - BBPCT material for secondary cargo loads in vehicles, trailers and containers, dunnage and shoring for air deployment, and plastic pallet covers for 463L pallets.
Appendix 2 - Required documentation.
ANNEX F - Class V.
ANNEX G - Class VII. - Includes final combinations of end products that are ready for their intended use (that is, tanks, launchers, mobile machine shops and vehicles, MHE, compressors, and construction equipment.
ANNEX H - Class VIII. Medical materiel including medical-peculiar repair parts. Also covers en route medical support.
ANNEX I - Class IX.
ANNEX J – Pre-movement maintenance support. This annex covers such items as equipment status, contact teams, drivers' licenses, preventive maintenance checks and services, sequence of events for maintenance operations, nonrepairable equipment, tow bars, and topping off of vehicles.
ANNEX K - Equipment maintenance support.
ANNEX L - Air transportation.
Appendix 1 - Documentation.

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

SAMPLE CDDP IMPLEMENTATION MEMO

APVG-CG

MEMORANDUM FOR RECORD

SUBJECT: 25th Infantry Division (25th ID) and United States Army Hawaii (USARHAW) Command Deployment Discipline Program (CDDP)

1. References:

    a. Army Regulation (AR) 525-93, Deployment and Redeployment, October 2019.

    b. ATP 3-35, Army Deployment and Redeployment, March 2015.

    c. Command Deployment Discipline Program Handbook, December 2014.

    d. Defense Transportation Regulation 4500.9-R Part III, Mobility.

    e. FORSCOM/ARNG Regulation 55-1, Transportation and Travel, Unit Movement Planning, August 2020.

2. Purpose. This memorandum aligns the responsibilities and guidelines prescribed by Army Regulations and training publications regarding the 25th Infantry Division's (25th ID) CDDP. The CDDP establishes policies and doctrinal deployment requirements under one program to enable commanders at all levels to maintain their organizations at their appropriate deployment readiness posture to meet Army mission requirements. The CDDP will also assist in standardizing Army deployment functions, as necessary, for all 25th ID units and U.S. Army Hawaii (USARHAW) installation units for the initial phases of a deployment.

3. Scope. This policy applies to all units subordinate or attached to the 25th ID and USARHAW.

4. General. The CDDP is the commander's program. The program assists commanders 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.

5. Objectives.

    a. Reinforce deployment discipline compliance with Army, ICORPS, and USARPAC policies, procedures, and regulations as regulatory guidance.

    b. Standardize deployment discipline requirement for units within the installation.

c. Improve efficiency and effectiveness at the tactical unit level for deployment and redeployment operations.

d. Maintain unit-level fundamentals for deployment and redeployment operations.

e. To standardize and synchronize deployment requirements.

6. Responsibilities.

a. The Division Transportation Office (DTO) G4

(1) Serve as the 25th ID CDDP coordinator/monitor and primary point of contact for all CDDP correspondence 25th ID and USARHAW units. The CDDP coordinator/monitor will be appointed in writing on official orders.

(2) Implement Senior Commander's guidance for establishing and monitoring the 25th ID CDDP and conduct periodic reviews and updates of the program in accordance with AR 525-93.

(3) Assist all subordinate units with the development and implementation of their CDDP in order to ensure commander's guidance is understood and adhered.

(4) Conduct formal evaluations at brigade level annually as part of Command Inspection Program or independently. Informal evaluations maybe requested by unit commanders and can be included as part of a staff assistance visit from higher headquarters and/or other outside organizations or competing in the Deployment Excellence Award Program. Evaluations will be completed with the use of the appropriate Deployment Readiness Task evaluation published in AR 525-93.

(5) Document results of all evaluations and conduct follow-up evaluations to validate corrective actions have been completed. Provide resources as required to assist units in meeting standards.

(6) Maintain on file formal evaluation for inspections for a period of three years and provide copy to evaluated unit.

b. USARHAW Subordinate Units

(1) Develop and implement a CDDP at all echelons IAW with this policy, AR 525-93, and all other applicable regulations.

(2) Appoint, in writing, a CDDP coordinator to monitor and oversee unit CDDP. Provide higher HQs a copy of unit CDDP coordinator appointment orders within 30 days of appointment.

(3) Conduct CDDP evaluations IAW AR 525-93, for all formal evaluations, copies of evaluations must be forwarded to higher HQs.

(4) Maintain records of unit evaluations for three years in order to validate corrective actions or previously identified deficiencies.

(5) Implement commander's guidance for establishing and monitoring CDDP, ensure CDDP meets overall USARHAW Commander's intent and objective.

7. Requirements.

a. Appoint in writing a primary and an alternate Brigade Movement Coordinator (BMC) at Brigade or equivalent level. The Brigade Movement Coordinator will be in the grade of WO1 or higher (a mobility warrant officer if assigned) and assistant BMC will be E7 or higher.

b. Appoint in writing a primary and an alternate Unit Movement Officer (UMO) at Battalion and Company level. The UMO will be a commissioned officer or enlisted in the grade of E6 or above and assistant UMO in the grade of E5 or above and possess and maintain a secret clearance. **Note**: Company Commander, First Sergeants, hazardous material certifiers, Mobilization Officers, Brigade mobility/Transportation Section NCOIC, and Mobility Warrant Officers cannot be appointed as UMOs.

c. Appoint in writing a primary and an alternate Air Load Planner (one Primary, E-6 and above and one Alternate, E-5 and above) for each Battalion, Brigade, and those specialty units (Company/Detachment) that deploy on their own. These personnel must attend and pass the Air Deployment Planning Course/Air Load Planner Course with the Integrated Computerized Deployment System (ICODES). **Note**: The UMO, Brigade, Mobility/Transportation Section NCOIC, and MWOs will not be appointed as the
certifying official for unit load plans but should be school trained to provide oversight for subordinate units.

d. Appoint in writing a primary and an alternate Hazardous Material Certifier (one primary, E-6 and above and one Alternate, E-5 and above) at the battalion, company, and detachment level. These personnel must be trained and certified in AMMO 62, Technical Transportation of Hazardous Materials. **Note**: The UMO, Brigade Mobility/Transportation Section NCOIC, and MWOs cannot be appointed as the hazardous material certifying official for the unit but are encouraged to be school trained in order to provide prover oversight for their subordinate units.

e. Appoint in writing a primary (E6 and above) and an alternate (E-5 and above) Container Control Officer (CCO)/Container Manager and forward a copy of appointment orders to AIDPMO to ensure proper reporting and use of the Army non-Army intermodal container assets as outlined in AR 56-4. Accountability of containers

is the primary focus of the CCO through the Joint Container Management (JCM) System (formerly Army Container Asset Management System-ACAMS). The CCO is also responsible to perform duties as the container re-inspector.

f.   Each unit will appoint in writing a primary (E-6 and above) and an alternate (E-5 and above) trained on the Transportation Coordinator's-Automated Information for Movement System version II operators (TC-AIMS II).

g.   Each unit (Company and Detachment level) will have an appropriate number of personnel, at a minimum 20% of the unit will be trained, in vehicle and container preparation, 463L pallet loading, aircraft and rail loading and unloading techniques. The unit load team composition will be tailored based on type and quantity of equipment (size of deploying force) and time available for loading but no matter the quantity of equipment, the unit load team will be an E-5 or above (Company/Detachment) or E-6 or above (Battalion/Brigade). The following are guidelines for planning purposes:

(1)   For rail movement, a five-person team should be able to complete loading and lashing of loads on a railway flatcar.

(2)   For air movement, a six-person team can load and tie-down equipment on any military aircraft.

(3)   For air movement, a five-person team will be used to prepared palletized cargo; the team must be proficient in the 463L pallet and net system.

8. Evaluation Procedures.

a.   Each higher command staff will be required to evaluate subordinate units for compliance with established CDDP policy.

b.   Higher command level staff will conduct formal evaluations of subordinate levels annually to:

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

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

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

(4)   Maintain a file of evaluations to record-

(a)   Date of evaluation.

(b)   Organization evaluated.

(c)   Findings and associated suspense dates.

(d)   Repeat findings.

c. Commanders will allow units 30 days to correct all failed regulatory requirements and will conduct a re-inspection. Extensions may be provided on a case by case basis upon requests from unit commander. Re-inspection will only address failed areas.

9. Expiration Date. This policy is effective immediately and remains in effect until superseded or rescinded in writing.

10. The point of contact for this memorandum is the 25th ID DTO at 808-655-8508 or usarmy.schofield.25-id.list.g4-transportation@mail.

SIGNATURE BLOCK

Appendix O

Movement Tasks

Convoy vehicles and equipment to the POE (when movement is less than 100 miles)
Brigade commanders will conduct mission analysis of planned convoys to identify risks and to implement mitigation strategies
Submit a Department of Defense form (DD Form) (Request for Convoy Clearance) through the installation UMC
Submit a DD Form (Request for Special Hauling Permit)
Determine rail movement requirements and submits them to the ITO
Prepare their equipment for rail loading
Load railcars and chock, block and tie down equipment under the technical supervision of the ITO
Prepare personnel rosters for each chalk or plane load
Request (UMO) busses and trucks to move the personnel and their baggage from the unit area to the A/DACG
Establish liaison with the A/DACG (Marshalling Area)
Coordinate a joint planning conference with the A/DACG and CRE to discuss aircraft allowable cabin load, pallet restrictions, aircraft configuration, equipment preparation requirements, airflow schedule, and any other issues impacting deploying unit preparation and processing (Marshalling Area)
Prepare vehicles and equipment (Marshalling Area)
Ensure adequate shoring material is available. (Marshalling Area)
Prepare personnel and cargo manifests (Marshalling Area)
Assemble personnel, supplies, and equipment into aircraft loads (Marshalling Area)
Ensure planeload commanders are appointed and briefed (Marshalling Area)
Provide escorts for sensitive items (Marshalling Area)
Build 463L pallets (Marshalling Area)
Ensure the aircraft loads arrive at the scheduled times (Alert Holding Area)
Provide manifests to the A/DACG (Alert Holding Area)
Correct load discrepancies identified during pre-inspection (Alert Holding Area)
Ensure vehicle drivers remain with the vehicles until released (Alert Holding Area)
Pass control of unit aircraft loads to the A/DACG (Alert Holding Area)
Complete a DD Form 2133 (Joint Airlift Inspection Record) (Call Forward Area)
Arrange its vehicles, pallets, and equipment into load or chalk sequence (Call Forward Area)
Follow directions of load team chief (Call Forward Area)
Monitor and controls aircraft passengers (Call Forward Area)
Retain one copy of the final passenger and cargo manifest (Call Forward Area)
Provide assistance in loading and securing the load as required (Call Forward Area)
Ensure vehicle and equipment operators follow instructions of load team chief or loadmaster in loading equipment on the aircraft (Call Forward Area)
Receive loads at the ready line (Loading Ramp/Load Team)
Load and secures vehicles and equipment in the aircraft under the supervision of the loadmaster (Loading Ramp/Load Team)
Provide the loadmaster with manifest (Loading Ramp/Load Team)

Appendix P

RSOI Tasks

RSOI
Leverage mission command systems to monitor and/or control arriving personnel and equipment
Establish command and control, administration, logistics, and supervision of assigned and attached units
Coordinate for the disposition of cargo and passengers
Coordinate and/or identify standing support structure to include, but not limited to, mess, billeting, human resources, convoy support centers, medical support, MHE, field services, communication systems, maintenance, transportation, Class I & V UBL issue sites and refuel bulk sites
Monitor and identify arriving personnel and equipment by Port of Debarkation and required delivery date (RDD) sequence
Account for all available equipment to include DOD-owned ISO containers, sensitive items, rolling stock
Provide inputs for deployment timeline performance metrics to higher headquarters
Provide requirements to determine modes for onward movement based on updated planning
Coordinate for MHE and CHE requirements at the POD, cargo and trailer transfer points, and at destination
Coordinate to establish holding and storage areas outside the POD marshalling area if ports become congested or movement is delayed
Coordinate for asset visibility, coordination for the use of common-user transportation assets, ITV, and distribution operations.
Build adequate combat power capable of performing assigned mission upon onward movement
Report force closure of personnel and equipment through gaining chain of command

Appendix Q - Unit Movement Responsibilities (Examples)

	Supplementary Information with notes, references, resources and responsible agencies at the Deployers Toolbox. https://armyeitaas.sharepoint-mil.us/sites/TR-SCoE-DPMO/SitePages/Deployment-Process-Modernization-Office.aspx	
	Appendix _____	
	Company-Level Responsibilities	
Item		**Description**
Step 1. Determine What needs to be moved	1A. Personnel	Implement Commander's Deployment Discipline Plan (CDDP).
	1A.1. SRP	Execute Soldier Readiness Processing (SRP) IAW current regulatory guidance and process). Utilize Readiness and Deployment Checklist.
	1A.2. Certified Personnel	Appoint a Unit Movement Officer (UMO), HAZMAT, Container Control Officer (CCO) and TC-AIMS II operator. Totaling in 8 personnel per company or detachment.
	1B. Equipment	Verify UMO (Unit Movement Officer) has accurate UDL(Unit Deployment List) from TC-AIMS. Includes all rolling stocks, trailers, containers, pallets, etc.
	1C. Supplies	Units plan to move the basic load of supplies required by the unit to sustain operations upon arrival in the theater.
	1D. Baggage	Each individual soldier has two duffel bags, the "A bag" contains personal clothing items; the "B bag" contains CTA-50 items not carried or worn by the Soldier.
Step 2: Identify Equipment s (TAT)	2A. Identify (TAT)	To accompany troops (TAT) equipment must accompany troops, be accessible enroute, and must be available at the overseas destination before or upon the arrival of the unit.
	2B. Identify Equipment (NTAT)	Equipment is normally shipped by surface & does not accompany the main troop movement.

Step 3: Identify Air Movements Requirements	For RC units, if a Deployment Plan is required, unit's responsibility to obtain data from the MFGI (Mobilization Force Generation Installation) UMC (Unit Movement Coordinator) to determine whether or not air movement plans are required. RC units prepared to provide passenger & baggage counts for air movement upon arrival at the MFGI. AC units, info is available from installation GCCS (Global Command and Control System) system and Single Mobility System (SMS).	
Step 4: Identify Hazardous, Sensitive & Classified Cargo	4A. Sensitive Items	Remove crew-served weapons from vehicles. Place them in containers that are sealed and secured with an approved device. Ensure packaging material is strong and durable enough to provide security protection while in transit. Secure containers, vehicles, or compartments with an appropriate locking device as directed by the installation security officer. Also, place a serial-numbered seal on the door. Enter the serial number on the shipment unit packing list. Identify sensitive items in the commodity code on the unit's OEL (Organizational Equipment List) and UDL. Eliminate indications of sensitive items from outside of the container, vehicle, or compartment that it contains sensitive items. Identify this fact on the unit's OEL and UDL. Provide guards or escorts when shipping sensitive material by rail & include chain of custody documentation as applicable.
	4B. Classified Items	Do not identify classified cargo on the outside of the shipping containers.Commands will establish local procedures to meet the minimum requirements.

Step 5. Identify NTAT Containerization	Appoint a Container Control Officer (CCO), in writing. Verify that CCOs are in compliance with submitting container inventory updates. All consolidated cargo (boxed, crated, etc.) loaded in vehicles, containers, and on 463L pallets must display a separate packing list that shows complete content. Upon execution, copies of the packing list will be distributed as follows: a. One inside the container. b. One on the outside of the container (exception - containers with sensitive items) c. Two copies retained by unit representatives at Port of Embarkation (POE). d. One with the Unit Movement Plan. e. One provided to UMC/ITO for commercial shipments. For Vehicles: Submit updated UDL to UMC and/or ITO to reflect actual weights, sensitive equipment, HAZMAT, and any special hauling requirements identified utilizing the correct codes which are found in TC-AIMS
Step 6: Develop Vehicle Load Plans.	All units will complete DA Form 7598 or DA Form 1750 for organic vehicles and trailers carrying secondary loads. The DA Form 7598 will be used to request commercial transportation for both personnel and equipment beyond the unit's organic ability to move.
Step 7: Identify (BBPCT) Requirements.	Army Materiel Command (AMC) through the Logistics Readiness Centers (LRC) will assist deploying units with the procurement of deployment related blocking, bracing, crating, and tie-down (BBPCT) requirements. Verify that the deploying unit has: 1. a sufficient number of trained tie down personnel 2. a sufficient quantity of BBPCT equipment 3. the correct load plan to meet the unit's RLD 4. UMO binders with unit SOP Provide backup stock for deployment related BBPCT material and other essential supplies and equipment as coordinated with supported units.

Step 8: Translate What Needs To Be Moved Into Transportation Terms	Submit updated UDL to UMC and/or ITO to reflect actual weights, sensitive equipment, HAZMAT, & any special hauling requirements identified utilizing the correct codes. 1. Confirm that all sensitive items' 1907s do not have copy on exterior of container. 2. Ensure that 1907s' sensitive items are on the interior of container only and with the UMO. 3. Upload dimensions and weights into TC- AIMS II. 4. Provide all equipment to movement node. 5. Ensure that unit corrects all frustrated cargo prior to loading equipment. Transportation Accounting Codes (TACs) are used in the shipping and transportation process to link movement authority, funding approval, and accounting data for shipments of cargo.	
Step 9: Determine how the personnel and equipment will be moved to the POE.	Ensure to check the distance to APOE/SPOE. This is important because it will be a major factor in how the Division and BCT directs movement. Ensure to read the deployment order because it will tell you mode of transportation. Show times for pax and vehicles for loading baggage restrictions, additional TIP and Scale spot and process times, etc.	
Step 10: Prepare the unit deployment movement plan.	10A. Active Duty	Implement Commanders Deployment Discipline Program (CDDP). The most effective means of ensuring deployment readiness discipline have internally self-administered program practiced on a routine basis. Report & review the security, Operational, administrative, logistical, & coordinating requirements for the deployment/movement plan. Consider requirements such as POL, return of drivers from SPOE to MFGI/installation, & enroute medical, messing, & maintenance. Prepare movement plans & send copies to the installation UMC and send through the Chain of command for validation and Approval by the first General Officer in the Chain of Command.

	10B. National Guard	During Sustainable Readiness Model known demands operations ARNG State JFHQs are responsible for coordinating transportation support for compo 2 units.The Mobility Officer located at the Joint Force Headquarters is responsible for providing technical expertise and training to assist units in peacetime, mobilization, contingency movement planning and State Active Duty missions to include convoy operations, load planning, UMD reporting procedures, deployment planning, UMO training and Mobilization Movement Plan Development and updates.
	10C. Reserve Component	Review and provide assistance to UMOs and unit movement NCOs in the correction and input of OEL data and Unit Deployment List (UDL) data via TCAIMS – II Enterprise.

The Deployment Support Command (DSC) is a USAR TDA headquarters with the mission to command and provide staff oversight of SDDC assigned or attached Army Reserve units and provide standardized training and readiness oversight to all Army units engaged in water terminal, deployment and distribution support, container management, and movement control operations. |
| **Step 11**: Update UDL as changes occur | All deployable CONUS units are responsible for updating UMD, ensuring this data is maintained accurately and reported to FORSCOM, as prescribed by FORSCOM 55-2.

Verify submission of updated UDL to UMC and/or ITO to reflect actual weights, sensitive equipment, HAZMAT, & any special hauling requirements identified utilizing the correct codes.

Oversee the maintenance of movement binders or continuity books that include appointment orders, training certificates, recall rosters, OEL, transportation requests, and BBPCT requirements.

Report significant changes in unit equipment that affect transportation requirements to the UMC/DMC as they occur.

Verify Radio Frequency Identification (RFID) tag format compliance IAW DTR Part II. | |

Item	Description
11A. Personnel	Ensure that all Soldiers are Ready: Shots, Wills, POA, Family Care plan for single parents, Vehicle Storage procedures, HHG storage if applicable, ANAM testing, dental exams are up to date, 2 sets of ID tags for each Soldier, finances are taken care of for each Soldier. (the more of the above items that are current, the less time SRP will take.) Orderly room should be tracking this for you and have stats available upon request. Recommend checking all of the items above at least quarterly.

Appendix _____
Battalion-Level Responsibilities

	Item	Description
Step 1. Determine What needs to be moved	Review N-Hour Sequence	The N-hour Sequence will provide synchronized operations across the spectrum of agencies involved in the deployment.
	1A. Personnel	Ensure CO/BTRY commanders implement the CDDP. Plan breakdown of personnel for Army Prepositioned Stocks (APS) draw teams, supercargoes, advance parties, rear detachments, and security guards/escorts, if required.

	1B. Equipment	"BN UMO consolidates and validates Unit Deployment Listing and other CDDP requirements for all subordinate Companies. The UMO will physically verify and validate the equipment's configuration utilizing TB-55-46-1."
	1C. Supplies	Companies should have a plan to move the basic load of supplies initially required by the unit to sustain operations upon arrival in the theater. Requirements vary from movement to movement.
	1D. Baggage	Each individual soldier should have two duffel bags; an "A bag" (personal clothing items) and a "B bag" (CTA-50 items not otherwise carried or worn by the Soldier). Each Soldier may also have one carry-on bag for toilet articles, MREs, and other personal items which may require frequent access while enroute.
Step 2: Identify Equipments (TAT)	Identify Equipment to Accompany Troops (TAT) and Equipment which does not have to Accompany Troops (NTAT) IAW FM 3-35 Appendix H
	2A. Identify (TAT)	Be prepared to provide any command guidance (limitations/constraints) to CO CDRs for execution. Remind CDRs that for personnel traveling via commercial air, this is generally only the baggage that would fit under the seat. Ensure CO CDRs will report TAT on the UDL.
	2B. Identify equipment Not To Accompany Troops (NTAT)	ICW BN UMO, check to see if commanders have included this in their Level II DRE UDLS. This equipment is normally shipped by surface and does not accompany the main troop movement. It consists of all other equipment required for the unit to perform its mission and must be reported on the UDL.
Step 3: Identify Air Movements Requirements	\multicolumn{2}{l|}{For RC units, if a Deployment Plan is required, unit is to obtain data from the Mobilization Force Generation Installation (MFGI) UMC to determine whether air movement plans are required. The RC units will provide passenger and baggage counts for air movement upon arrival at the MFGI. For AC units, information is available from installation GCCS system.}

Step 4: Identify Hazardous, Sensitive & Classified Cargo	Ensure CO CDRs have appointed in writing, hazardous cargo certifying officials that meet DOD requirements. Remind CDRs that: Movement personnel must refer to applicable regulations to obtain information for planning/execution of moving ABL, air movement, sea movement, and shipping of hazardous and sensitive items. Have the BN UMO verify Company CDRs has ordered and stocked HAZMAT placards for containers; dangerous goods declaration and certificate which will be placed inside and outside door of container in accordance with DOD 4500.9–R DTR Part II, 49 CFR and TM 38–250.

4A. Sensitive Items	Ensure CO CDRs have a plan for the safeguard and control of sensitive items during movement while preparing to deploy
4B. Classified Items	Ensure anyone with a critical role in the deployment process, (UMOs, etc.) hold a secret clearance in order to see/read classified deployment information

Step 5. Identify NTAT Containerization	Ensure CO CDRs Appoint Container Control Officer in writing. Ensure the BN UMO verifies CCO is in compliance with submitting container inventory updates. All consolidated cargo (boxed, crated, etc.) loaded in vehicles, containers, and on 463L pallets must display a separate packing list that shows complete content. Upon execution, BN CDRs should be spot checking (during battlefield circulation) copies of the packing list which will be distributed as follows:a. One inside the container.b. One on the outside of the container (exception - containers with sensitive items).c. Two copies retained by unit representatives at POE.d. One with the Unit Movement Plan.e. One provided to UMC/ITO for commercial shipments.

146

Step 6: Develop Vehicle Load Plans.	Load plans are visual layouts of any containerized or secondary loads by item, by position. By AR 525-93, all containers and secondary loads are required during the predeployment phase (CDDP) and kept in the unit's deployment binder.
Step 7: Identify (BBPCT) Requirements.	AMC, through the LRC, will assist deploying units with the procurement of deployment related blocking, bracing, crating, and tie-down (BBPCT) requirements. Verify that subordinate Companies provide backup stock for deployment-related BBPCT material and other essential supplies and equipment as coordinated with supported units.
Step 8: Translate What Needs To Be Moved Into Transportation Terms	Translate What Needs To Be Moved Into Transportation Terms (OEL/UDL) Using TC-AIMS II. Verify that: CO CDRs have a validate their UICs' TC-AIMS II user IDs, passwords, and access. CO UMOs can demonstrate the knowledge to make a movement plan for air and surface movement by building segments and legs in TC-AIMS II.

		Ensure that the CO CDRs:
Step 9: Determine how the personnel and equipment will be moved to the POE.		Consolidate company movement plans and develop them into movement plans for the battalion.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 and/or installation to mobilization station to POE(s).
Step 10: Prepare the unit deployment movement plan.	10A. Active Duty	Ensure that the CO CDRs: Appoint in writing, an officer (WO1 or above) as a Brigade Movement Coordinator (BMC) and an alternate (E7 or above). Report and review administrative, logistical, and coordinating requirements for the deployment/movement plan. Prepare movement plans and send copies to the installation UMC for coordination, validation, and approval. Their units are prepared to deployment movement plans from home station and/or installation to POE(s). Consolidate CO movement plans and develop them into movement plans for the battalion.
	10B. National Guard	During Sustainable Readiness Model known demands operations ARNG State JFHQs are responsible for coordinating transportation support for Compo 2 units.
	10C. Reserve Component	RC units will develop deployment movement plans from home station and/or installation to mobilization station to POE(s).

Step 11: Update UDL as changes occur	Assure that BMC consolidate and forward subordinate unit OELs through their chain of command to the ITO and UMC semi-annually and as significant changes occur. Significant changes in unit equipment that affect transportation requirements will be reported to the UMC/DMC as they occur.

Appendix _____
Brigade-Level Responsibilities

Item	Description

Step 1. Determine What needs to be moved	1A. Personnel	Determine if the Brigade will be drawing Army Prepositioned Stock. After this is determined, the Commander should have a better idea of how to organize for combat. If a unit is drawing Prepositioned Stocks Plan breakdown of personnel required for Army Prepositioned Stocks (APS) draw teams, supercargoes, advance parties, rear detachments, and security guards/escorts, if required. See ATP 3-35 Para 18, for guidance on security guards and supercargoes. Ensure that cargo and Pax are synchronized, and that Pax flow Latest Arrival Date (LAD) is one day prior to the Earliest Arrival Date (EAD) of their assigned equipment in JOPES. (TTP) Provide input into JOPES.
	1A.1. Planning for personnel deployment	Brigades should not expect to deploy with all personnel. In order to deploy, a soldier must be physically, mentally, and emotionally qualified to leave their families for 1 year or more. Units complete Soldier Readiness Processing (SRP) to determine qualification based on these factors. This process is normally conducted at a centralized facility called Soldier Processing Center (SRC) Upon completion of the 8 stations at SRC, personnel that successfully pass will proceed to deploy. These stations include: 1. Personnel information station. 2. Personnel management station. 3. Medical facility. 4. Dental facility. 5. DEERS, RAPIDS, ID cards, and tags. 6. Security office (unit or installation, as determined by the senior commander). 7. Defense military pay office. 8. Legal affairs.
	1B. Equipment	The Brigade Mobility Coordinator (BMC) must have a detailed listing of each piece of equipment to be deployed. All outsize, oversize, overweight, or hazardous equipment/cargo must be identified because they will need special considerations. The BMC will physically verify and validate the equipment's configuration utilizing TB-55-46-1. Validate subordinate's organizational equipment list (OEL), during pre-deployment planning phase of the deployment, and the unit deployment list (UDL) and forward to the ITO or corresponding organization.

	1C. Supplies	Subordinate units should have a plan to move the basic load of supplies initially required by the unit to sustain operations upon arrival in the theater. BMC should be aware of the requirements as they vary from movement to movement.
	1D. Baggage	Each individual soldier should have four duffel bags, The "A bag" 75 lbs. should contain personal clothing items; the "B bag" 75 lbs. should contain CTA-50 items not otherwise carried or worn by the Soldier. At times where equipment is issued per Rapid Fielding initiative a "C" bag can be authorized at 75 LBS. This should be annotated in the Deployment Order. As a planning factor use: 180 LBS per Soldier 210 LBS per Soldier with carry on and worn equipment 75 LBS per duffel bag Each Soldier may also have one carry-on bag for toilet articles, MREs, and other personal items which may require frequent access while enroute.
Step 2: Identify Equipment s (TAT)	2A. Identify (TAT)	Be prepared to provide any command guidance (limitations/constraints) to BN CDRs for execution. Remind CDRs that for personnel traveling via commercial air, this is generally only the baggage that would fit under the seat. Ensure CO CDRs will report TAT on the UDL. Examples of TAT equipment may include: (1) Mechanics toolboxes. (2) Basic load of Class I items. (3) Additional Individual baggage. (4) Individual weapons.
	2B. Identify Equipment (NTAT)	This equipment is normally shipped by surface and does not accompany the main troop movement. It consists of all other equipment that is required for the unit to perform its mission and must be reported on the UDL.

Step 3: Identify Air Movements Requirements	For RC units, if a Deployment Plan is required, it is the unit's responsibility to obtain data from the MFGI UMC to determine whether or not air movement plans are required. RC units will be prepared to provide passenger and baggage counts for air movement upon arrival at the MFGI. For AC units, information is available from installation GCCS system.
Step 4: Identify Hazardous, Sensitive & Classified Cargo	Movement personnel must refer to applicable regulations to obtain the detailed information for planning and execution of moving ABL, air movement of hazardous and sensitive items, sea movement of hazardous items, and shipping hazardous and sensitive items.Ensure the unit (company and/or detachment-level) has at least two trained personnel available and appointment orders signed by the commander to certify HAZMAT. Movement coordinators will not be appointed as HAZMAT certifier.

	4A. Sensitive Items	All items are Category 2 risk per DOD 5100.76 must be accompanied by DD Form 1907 and must be guarded and under constant surveillance
	4B. Classified Items	In the event any portion of a deployment is classified, detailed security classification guidance that clearly identifies specific elements of deployment requiring classification, reason for classification, and timeline for declassification must be provided to the executing unit.

Step 5. Identify NTAT Containerization	All consolidated cargo (boxed, crated, etc.) loaded in vehicles, containers, and on 463L pallets must display a separate packing list that shows complete content. Upon execution, copies of the packing list will be distributed as follows: a. One inside the container. b. One on the outside of the container (exception - containers with sensitive items) c. Two copies retained by unit representatives at POE. d. One with the Unit Movement Plan. e. One provided to UMC/ITO for commercial shipments. Endure container control officers (CCOs) are in compliance with submitting container inventory updates.	
	5A. (TAT) Equipment	TAT equipment must accompany troops, be accessible enroute, and must be available at the overseas destination before or upon the arrival of the unit. Reference FORSCOM 55-1. For personnel traveling via commercial air, only the baggage that would fit under the seat. Units will report TAT on the UDL. Examples of Yellow TAT equipment may include: (1) Mechanics tool boxes. (2) Basic load of Class I items. (3) Additional Individual baggage. (4) Individual weapons. Examples of Red TAT equipment may include: (1) Palletized equipment (2) Crew serve weapons (3) Sensitive and classified cargo too large to carry-on
Step 6: Develop Vehicle Load Plans	All units will complete FORSCOM Form 285-R or DA Form 1750 for organic vehicles and trailers carrying secondary loads. The FORSCOM Form 285-1-R* will be used to request commercial transportation for both personnel and equipment beyond the unit's organic ability to move.	

Step 7: Identify (BBPCT) Requirements	AMC through the LRC will assist deploying units with the procurement of deployment related BBPCT requirements. Provide backup stock for deployment related BBPCT material and other essential supplies and equipment as coordinated with supported units. All BDE CDR must understand local procedures to request BBPCT materials from the UMC or other designated source. Reference installation deployment support plan for specific guidance on BBPCT.
Step 8: Translate What Needs To Be Moved Into Transportation Terms	Movement coordinators/UMOs at all levels can demonstrate the knowledge to make a movement plan for air and surface movement by building segments and legs in TC-AIMS II. Effective use of TC-AIMS II during deployment operations will increase movement velocity and improve ability to build combat power during Reception Staging and Onward (RSO) movement. BMT should be responsible for refresher training on this skillset. TC-AIMS II should be used for every field training exercise involving Company or higher.

Step 9: Determine how the personnel and equipment will be moved to the POE.	Units with roadable wheeled vehicles located within proximity to the Point of Embarkation (POE) will move via organic mode/convoy to the maximum extent possible. Use of commercial transportation (i.e., rail or commercial line haul) will be used for all non-roadable prime movers, track vehicles, and most containers. Final mode selection will be determined by the installation UMC. Have a convoy standard operating procedure for movement to the POE. Understand local procedures to request commercial and military transportation to support movement to the POE.	
Step 10: Prepare the unit deployment movement order.	10A. Active Duty	Report and review the administrative, logistical, and coordinating requirements for the deployment/movement plan. Consider requirements such as POL, return of drivers from SPOE to MFGI/installation, and enroute medical, messing, and maintenance. Prepare movement plans and send copies to the installation UMC for coordination, validation, and approval. Execute and evaluate the effectiveness of movement plan by leveraging opportunities during field training exercises in order to create muscle memory within subordinate units. 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).
	10B. National Guard	Note: Be advised, personnel may move to mobilization station and equipment may be moved directly to POE.
	10C. Reserve Component	Note: Be advised, personnel may move to mobilization station and equipment may be moved directly to POE.

Appendix_____
Division-Level Responsibilities

Item	Description
Step 1. Determine What needs to be moved — 1A. Personnel	Ensure CDDP is initiated Division wide Execute programs to prepare all personnel for deployment Provide technical guidance and/or assistance to units in preparing, maintaining, and executing movement plans, UMD, and other transportation related documentation Coordinate with Installation for nodal management functions Validate Brigade USRs Coordinate with FORSCOM for specific mission requirements Provide Pax movement planning to Force Modules In JOPES Increase or maintain Soldier readiness posture across the Division Analyze Theater entry requirements and begin Orders processing
1B. Equipment	For ETP/Waiver requests, see the FORSCOM Strategic Movements Business Rules or contact FORSCOM Strategic Movements section.
1C. Supplies	Units should plan, to move the basic load of supplies initially required by the unit to sustain operations upon arrival in the theater. Requirements vary from movement to movement.
1D. Baggage	Each individual soldier should have two duffel bags, an "A bag" and a "B bag." The "A bag" should contain personal clothing items; the "B bag" should contain CTA-50 items not otherwise carried or worn by the Soldier. Each Soldier may also have one carry-on bag for toilet articles, MREs, and other personal items which may require frequent access while enroute.

Step 2: Identify Equipment s (TAT)	2A. Identify (TAT)	Identify Equipment to Accompany Troops (TAT) and Equipment which does not have to Accompany Troops (NTAT) IAW FM 3-35 Appendix H.
	2B. Identify (NTAT)	This equipment is normally shipped by surface and does not accompany the main troop movement. It consists of all other equipment that is required for the unit to perform its mission and must be reported on the UDL.
Step 3: Identify Air Movements Requirements		For RC units, if a Deployment Plan is required, it is the unit's responsibility to obtain data from the MFGI UMC to determine whether or not air movement plans are required. The RC units will be prepared to provide passenger and baggage counts for air movement upon arrival at the MFGI. For AC units, information is available from installation GCCS system.
Step 4: Identify Hazardous, Sensitive & Classified Cargo	4A. Sensitive Items	Provide a security area for sensitive items
	4B. Classified Items	In the event any portion of a DRE is classified, detailed security classification guidance that clearly identifies specific elements of DRE requiring classification, reason for classification, and timeline for declassification must be provided to the executing unit.

Step 5. Identify NTAT Containerization		Appoint CCO for division and subordinate commands 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. All consolidated cargo (boxed, crated, etc.) loaded in vehicles, containers, and on 463L pallets must display a separate packing list that shows complete content. Upon execution, copies of the packing list will be distributed as follows: a. One inside the container. b. One on the outside of the container (exception - containers with sensitive items) c. Two copies retained by unit representatives at POE. d. One with the Unit Movement Plan. e. One provided to UMC/ITO for commercial shipments."
	5A. Identify Equipment to Accompany Troops (TAT)	TAT equipment must accompany troops, be accessible enroute, and/or must be available at the overseas destination before or upon the arrival of the unit. For personnel traveling via commercial air, this is generally only the baggage that would fit under the seat. Units will report TAT on the UDL. Examples of TAT equipment may include: (1) Mechanics toolboxes. (2) Basic load of Class I items. (3) Additional Individual baggage. (4) Individual weapons.
Step 6: Develop Vehicle Load Plans.		All units will complete FORSCOM Form 285-R or DA Form 1750 for organic vehicles and trailers carrying secondary loads. The FORSCOM Form 285-1-R* will be used to request commercial transportation for both personnel and equipment beyond the unit's organic ability to move. *Research FORSCOM Form 285-1 R with FORSCOM

Step 7: Identify (BBPCT) Requirements.	AMC through the LRC will assist deploying units with the procurement of deployment related blocking, bracing, crating, and tie-down (BBPCT) requirements. Provide backup stock for deployment related BBPCT material and other essential supplies and equipment as coordinated with supported units.
Step 8: Translate What Needs To Be Moved Into Transportation Terms	Track OEL updates for subordinate units. 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. Consolidate and forward subordinate unit OELs through their chain of command to the ITO and UMC semi-annually and as significant changes occur.

Step 9: Determine how the personnel and equipment will be moved to the POE.	Each installation has an associated strategic aerial port and/or seaport but must be prepared to deploy from other ports, as necessary. The proximity of the port facilities to the installation determines the type of movement and the numbers and types of assets required to complete the movement to the port. In some cases, the distance to APOE and SPOE is short, allowing units to maximize the use of organic equipment and convoys. In other cases, the distance to the APOE or SPOE is longer; in which case, units may have to rely heavily on commercial road and/or rail transport to complete the move to the port.	
Step 10: Prepare the unit deployment movement plan.	10A. Active Duty	Identify CRCs to process and prepare individual military, civilian, and contractor personnel for deployment and redeployment. Report and review the administrative, logistical, and coordinating requirements for the deployment/movement plan. Consider requirements such as POL, return of drivers from SPOE to MFGI/installation, and enroute medical, messing, and maintenance. Prepare movement plans and send copies to the installation UMC for coordination, validation, and approval.
	10B. National Guard	Review and validate mobilization and deployment movement books and plans bi-annually.
	10C. Reserve Component	

Step 11: Update UDL as changes occur	Review and validate Regular Army deployment movement books and plans annually and conduct emergency deployment readiness exercises to ensure unit readiness. 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 AR 525-93 appendix E. Significant changes in unit equipment that affect transportation requirements will be reported to the UMC/DMC as they occur.

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