FM 3-35.1 (FM 100-17-1 and 100-17-2)

Army Prepositioned Operations

JULY 2008

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Headquarters Department of the Army

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Field Manual
No. 3-35.1 (FM 100-17-1 and FM 100-17-2)

Headquarters
Department of the Army
Washington, DC, 1 July 2008

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Preface

This manual establishes the doctrinal framework for the Army prepositioned stocks (APS) program. It describes the missions, duties, and responsibilities of all parties involved in moving APS to an operational area and handing it off to designated Army units. This manual supersedes Field Manual (FM) 100-17-1 and FM 100-17-2.

The changing world environment has led to significant changes in how the Army structures its forces. No single solution will succeed when confronting an adaptive adversary. The Army must retain a wide range of capabilities while significantly improving its agility and versatility. Building a joint and expeditionary Army will require versatile forces that can execute smaller, shorter duration operations without degrading its traditional role in a major combat operation.

At the core of this philosophy is having the ability to rapidly project predominately continental United States (CONUS)-based forces to an area of operations (AO), requiring the involvement of numerous military Services, agencies, departments, and organizations. Its credibility depends on the capability to deploy, in a timely manner, an appropriate military force capable of accomplishing the mission.

The APS program is a cornerstone of the Army's ability to rapidly project power. The Army has dedicated significant priorities and resources to ensure the readiness and availability of APS. APS has become a significant deterrent for potential enemies in recent contingencies. These stocks—identified as APS-1 (CONUS), APS-2 (Europe), APS-3 (Afloat), APS-4 (Northeast Asia), and APS-5 (Southwest Asia)—are available to support all combatant commanders' (CCDR) missions, not only in contingencies, but also for major exercises.

FM 3-35.1 applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve.

Headquarters, U.S. Army Training and Doctrine Command, is the proponent for this manual. The preparing agency is the Deployment Process Modernization Office. Send comments and recommendations directly to the Director, Deployment Process Modernization Office, ATTN: ATZP-DP, Fort Eustis, VA 23604-5000 or by email to dpmodoc@conus.army.mil.

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Chapter 1
Introduction to Prepositioned Operations

Near-simultaneous employment and deployment increasingly characterize Army operations, and those operations are increasingly diverse in both purpose and scope.

Mr. Les Brownlee (Acting Secretary of the Army) and
General Peter J. Schoomaker (U.S. Army Chief of Staff)
Parameters, Summer 2004

The expeditionary qualities of APS were demonstrated in the early stages of Operation Iraqi Freedom (OIF) when APS constituted the majority of the equipment used by the 3rd Infantry Division (ID) and many other units. APS make Army equipment available to early deploying units to support full spectrum operations occurring throughout the world while reducing the requirement for strategic lift. These prepositioned sets of equipment are essential to our National Military Strategy and enable the United States to provide timely support in areas involving U.S. national interest or humanitarian needs.

IMPORTANCE OF ARMY PREPOSITIONED STOCKS

1-1. The United States has been reducing its forward presence overseas, and a centerpiece of the national defense strategy has become force projection. Force projection is the ability to rapidly and effectively deploy and sustain U.S. forces in and from multiple, dispersed locations. Complementing our diminishing overseas presence, force projection strives for unconstrained global reach. Force projection assets are tailored to regional requirements and send a clear signal of U.S. commitment. To project power we must have the ability to act even when no permanent presence or infrastructure is available in the region. If necessary it means fighting our way into a denied theater, or creating and protecting forward operating bases. The ability to assemble and move to, through, and between many environments, often while reconfiguring to meet specific mission requirements, is essential to offsetting an adversary's advantage in mass or geographic proximity. Rapid global force projection provides our national leaders with options needed to respond to crises.

1-2. The Secretary of Defense (SECDEF) established stringent deployment objectives in a memorandum titled "Operational Availability Action Items," dated 18 August 2003, in which the Services were provided with the Department of Defense (DoD) Joint Swiftness Goals: deploy to a distant theater in 10 days, defeat an enemy within 30 days, and be ready for an additional fight within another 30 days. The Army has aligned its objectives within this guidance. APS supports these objectives by-

- Allowing for the rapid build of the theater reception capability in advance of the deployment of heavy units from CONUS.
- Providing the capability to overcome anti-access, especially in northeast and southwest Asia.
- Providing a flexible deterrent option capability.

1-3. The Strategic Mobility Triad (prepositioning, airlift, and sealift), shown in figure 1-1, is essential for meeting force projection timelines. Historically 10 percent of materiel sent to a theater arrives via airlift, while the remaining 90 percent arrives via sealift. However, due to multiple, and possibly conflicting demands for strategic lift, sealift and airlift may not be able to guarantee immediate delivery of large amounts of equipment to meet short-notice crises. Therefore, APS stored around the world play a critical

critical role in rapidly equipping forces deploying to contingencies, stability, or support operations, or to enable realistic training exercises.

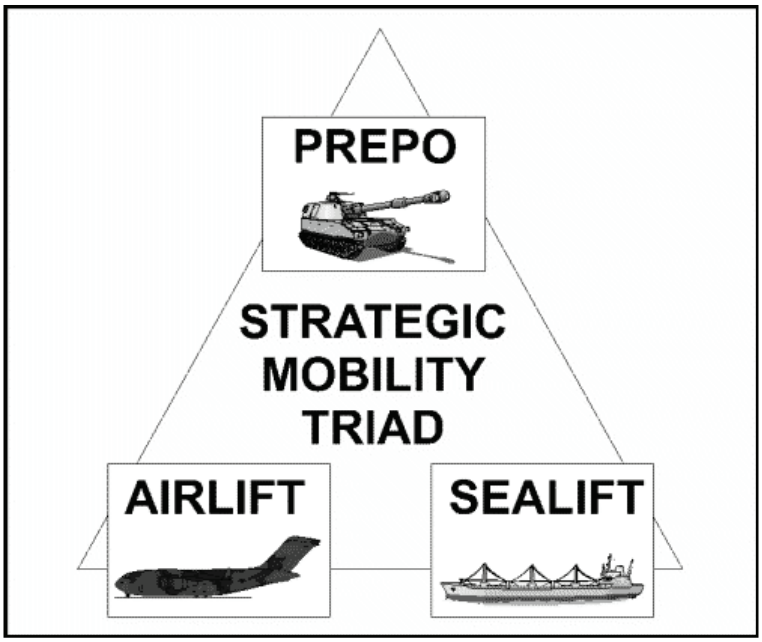


Figure 1-1. Strategic Mobility Triad

1-4. APS constitutes one leg of the Strategic Mobility Triad. The primary purposes of APS are to reduce the initial amount of strategic lift required to support a predominately CONUS-based force projection Army, and to sustain the Soldier until sea lines of communication (SLOC) are established. Accordingly APS are located at several land based locations, as well as aboard ships, to quickly project power to contingency areas. APS are owned by Headquarters, Department of the Army (HQDA); depending on the situation, APS can be approved for release by the Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, or DA G-3/5/7. All APS actions should be coordinated through DA G-3/5/7 and DA G-4.

1-5. The four categories of APS are:

- **Prepositioned Unit Sets.** Equipment, configured into unit sets (to include authorized stockage list [ASL], prescribed load list [PLL], and unit basic load [UBL]), is positioned ashore and afloat in order to reduce deployment response times by meeting the Army's Global Pre-positioning Strategy requirements to provide simultaneous support to more than one contingency in more than one theater.
- **Operational Project Stocks.** Operational project (OPROJ) stocks are materiel above normal table of organization and equipment, table of distribution and allowances, and common table of allowance authorizations tailored to key strategic capabilities essential to the Army's ability to execute its force projection strategy. OPROJ stocks are designed to support one or more Army operations, plans or contingencies.
- **Army War Reserve Sustainment Stocks.** The Army procures sustainment stocks in peacetime to meet increased wartime requirements. They consist of major and secondary materiel designated to satisfy the Army's wartime sustainment requirements. They provide minimum essential support to combat operations and post-mobilization training beyond the capabilities of peacetime stocks, industry, and host nation support (HNS). Army War Reserve Sustainment stocks are prepositioned in or near a theater of operations to be used until wartime production and supply lines can be established. These stocks consist of major end items to sustain the operation by replacing combat losses to replace supplies consumed in the operation.
- **War Reserve Stocks for Allies.** War Reserve Stocks for Allies (WRSA), a program directed by the Office of the SECDEF ensures U.S. preparedness to assist designated allies in case of war.

WRSA assets are prepositioned in the appropriate theater and owned and financed by the United States. They are released to the proper Army component commander for transfer to the supported multinational force under provisions in the Foreign Assistance Act and under existing country-to-country memorandums of agreement.

1-6. APS are positioned and contain categories of stocks as follows:

- **APS-1 (CONUS).** Operational project stocks, sustainment stocks, and ammunition.
- **APS-2 (Europe).** Prepositioned sets, operational project stocks, ammunition, and WRSA.
- **APS-3 (Afloat).** Prepositioned sets, ammunition, operational project stocks and sustainment stocks.
- **APS-4 (Pacific and Northeast Asia).** Prepositioned sets, operational projects stocks, sustainment stocks, ammunition, and watercraft.
- **APS-5 (Southwest Asia**). Prepositioned sets, operational project stocks, sustainment stocks, ammunition, and watercraft.



Figure 1-2. APS-3 ship

EVOLUTION OF APS

1-7. Today APS is not dedicated to specific units or theaters, but can be issued to units whenever and wherever needed as directed by the SECDEF. Prepositioned equipment serves as a display of U.S. power and influence. As a strategic resource, sea or land-based APS may be used as a deterrent a show of force without deploying large numbers of Soldiers to the theater. This can take the form of training exercises or maintenance cycles conducted worldwide. In support of these exercises, the Army Sustainment Command (ASC) workforce regionally positioned or from CONUS can deploy and begin the process of preparing stored equipment for issue. APS equipment has been used as a deterrent in the Middle East since Operations Desert Shield/Storm. For instance during Operation Vigilant Warrior, the 24th ID was issued APS equipment; due to the quick response and training capability afforded by this prepositioned equipment, U.S. forces were able to discourage the Iraqi Army from making a second invasion of Kuwait. APS proved its capabilities during combat operations when four brigade combat teams, division artillery, and the division support command worth of equipment were issued to 3rd ID to be used for the initial assault during OIF.

APS CONCEPT

1-8. As described above there are four categories of APS, which may be sea or land based. The underlying concept of the APS program is to match airlifted deploying unit personnel and prepositioned

materiel in the theater of operations. APS may require shipment between or within theaters in order to reach its area of employment. (see figure 1-4) In order to take full advantage of APS, equipment and deploying personnel should come together as close to the area of employment as operations will allow. When APS is shipped between theaters, the supporting CCDR in the theater where the equipment is stored controls the movement of materiel through the theater until it arrives at destination or at an intermediate air or sea port of embarkation. The supporting CCDR and United States Army Materiel Command (USAMC) are responsible for loading the cargo at the storage site. The unit employing APS equipment will take possession at the sea port of debarkation (SPOD), or at a location designated in the theater. The unit will then continue the reception, staging, onward movement, and integration (RSOI) process by moving to a staging base and finally a tactical assembly area (TAA). APS relocation can also be used as a means to build combat power without the commitment of a substantial amount of Soldiers. For example during preparations for OIF, the Army repositioned equipment from APS-2, APS-3, APS-4, and APS-5 (Qatar) to Kuwait. The second benefit of repositioning equipment is the parallel establishment of the contractor support structure which will become an early established resource, critical not only to the APS issue, but also as a theater enabling force.



Figure 1-3. Onward movement of APS equipment

1-9. Under the APS concept all personnel and a minimum amount of unit equipment deploy from home station via strategic airlift. Equipment that typically deploys with unit personnel includes materiel to-accompany-troops (TAT), such as individual weapons and chemical defense equipment (CDE), and materiel not authorized for pre-positioning (NAP). NAP is authorized unit materiel, such as some munitions and selected communications items that, for various reasons (cost, availability, sensitivity, and unsuitability for storage) is not authorized for storage at APS sites and must be brought from home station or provided by the Army field support battalion (AFSBn) to complete the unit set. (see table 1-1 for examples of TAT and NAP items.) Since this list is not all inclusive, the deploying unit must check the Army Battleweb System (ABS) and theater requirements to determine what equipment must be brought from home station. Equipment available in each APS unit set is visible in ABS. ABS provides a deploying unit with information on the additional equipment that it needs to bring from home station. (See chapter 4 for additional information regarding ABS). The deploying unit sends nothing needed for immediate use from home station via sealift, as this would incur delays and negate the advantages of employing APS equipment. Unit equipment not mission essential early in an operation may be sent by strategic lift for subsequent linkup with the deployed force. However, commanders must be cognizant of the long delays associated with shipping equipment via sealift.

Table 1-1. Examples of TAT and NAP Items

TAT	NAP
• Organizational clothing, such as sized items, and equipment • Masks, protective field • Individual weapons • Binoculars • Selected office machines, automated data processing equipment, and administrative items • Selected night vision materiel • Watches • High-cost, low-weight items • Cameras	• Selected missile ground support equipment • Selected munitions • Selected highly pilferable items • Items that are an integral part of a system that has another line item number excluded • Items not required because of host nation support • Shelf life items not to be held in long-term storage • Aircraft, aircraft subsystems, and avionics • Classified items, such as communication security equipment • Selected high dollar value communications equipment

1-10. APS allows a rapid buildup of forces to demonstrate U.S. resolve, reduce the risk of open conflict, and counter hostile actions before arrival of sealift and expansion forces. APS enhances force projection capability by reducing the time to deploy a task force or brigade-sized force because Soldiers will link with equipment already in theater or close to the AO to reduce the initial amount of required strategic lift to support CONUS-based power projections. Soldiers will be sustained until the sea lines of communication are established and industrial base surge capacity has been achieved.

1-11. APS-3 ships may be downloaded in support of an exercise, a contingency, or for scheduled maintenance. By downloading APS-3 ships in advance of the arrival of the unit personnel, ASC and United States Army Medical Materiel Agency (USAMMA) (for Class VIII) can prepare unit sets for draw, conduct cyclic maintenance, and apply deferred modification work orders. This action will expedite equipment issue process and reduce deployment times.

1-12. To facilitate the expeditious issuing of equipment, the deploying unit sends an advance party to augment ASC and USAMMA personnel and to assist in preparing equipment for issue. Following the same procedures for cyclic maintenance downloads will provide a training opportunity for support personnel, and by integrating Soldiers into the process, the Army can practice deployment and APS draw procedures (See figure 1-4).

STAGES OF APS

1-13. APS operations consist of seven stages:

- **Planning.** No single formula incorporates the use of an APS force into an Army force (ARFOR) or a joint or multinational effort. Mission, enemy, terrain and weather, troops, time available, and civil considerations (METT-TC) and other factors ultimately dictate the role of an APS-equipped force. The adaptive planning process should consider using APS materiel, either as their primary course of action (COA) or as an alternate when developing COAs. Each APS unit set is assigned a specific unit identification code (UIC) by USAMC. The decision on whether to use APS will be made by the supported CCDR, Joint Forces Command, USAMC,

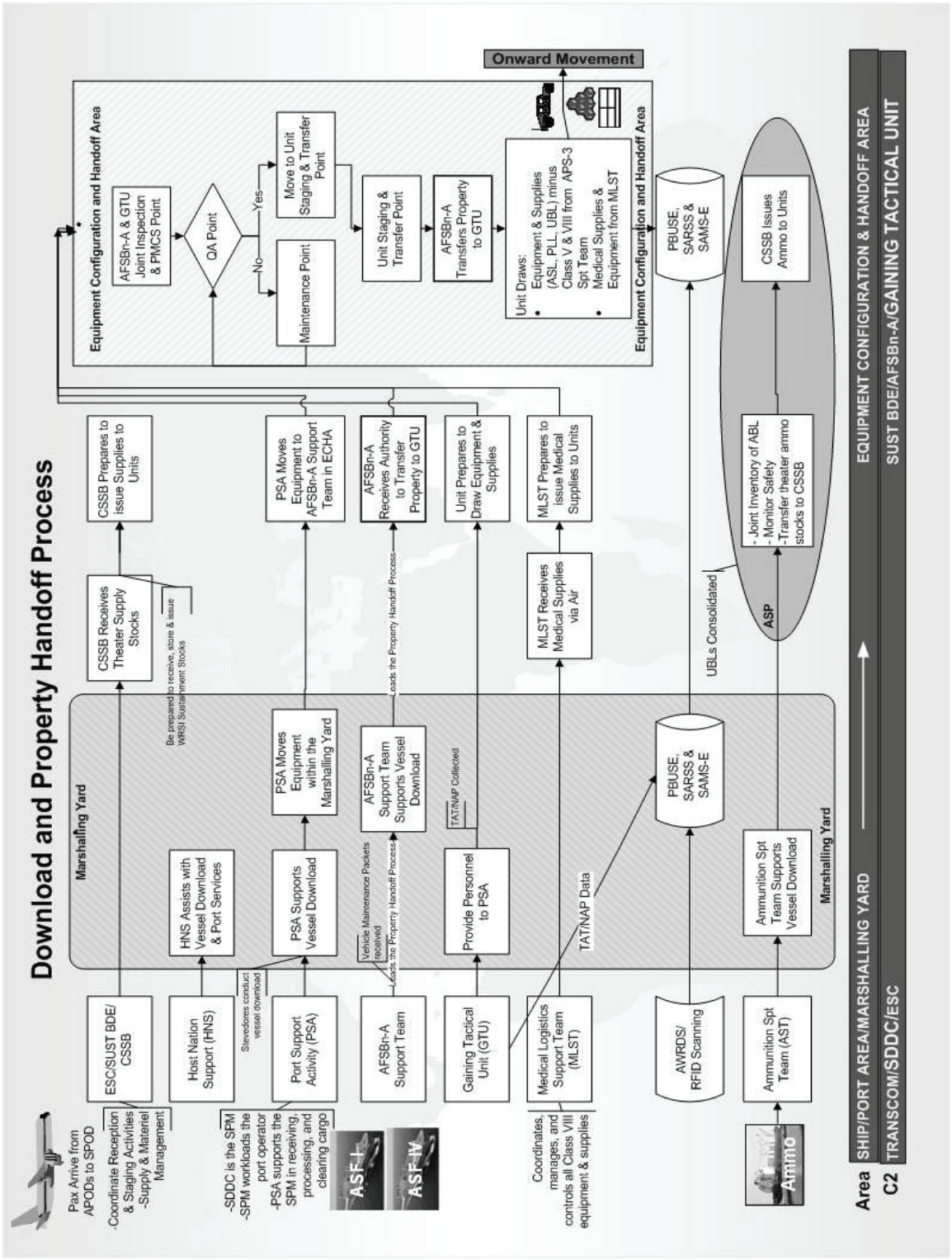


Figure 1-4. APS-3 process

and the Army Service component commander, at a joint sourcing conference. The deploying unit will be notified after this conference of the specific APS UIC it will be assigned. Once a unit has been allotted APS stocks in support of an assigned contingency or mission, the unit commander and staff conducts the required planning.

- **Alert.** During this stage, the deploying unit prepares for movement of personnel and TAT/NAP equipment to ports of embarkation for loading aboard the strategic transportation. TAT and NAP equipment must be shipped by the most expeditious means available while maintaining unit cohesion, to enable rapid employment of APS equipped units. The unit should also prepare to ship organic items when APS on-hand levels are below authorizations and would be expected to constitute unit shortages. Deploying units use the ABS to determine this requirement. The unit also dispatches an advance party to the APS site to assist ASC, USAMMA site personnel, and, if available, the medical logistics support team (MLST) with preparing equipment for issue. The advance party should include unit personnel capable of assisting ASC with required maintenance.
- **Deployment.** Deployment is the movement of forces, materiel, and sustainment, from their point of origin to a specific AO to conduct operations outlined in an order. It encompasses all activities from origin or home station through destination, including predeployment events as well as intra-CONUS, intertheater, and intratheater movement legs. This combination of dynamic actions supports the CCDR's concept of operations (CONOPS) for employment of the force. Except for slight modifications (such as the unit will deploy only with TAT and NAP items, and the size of the advance party tends to be much larger), a deployment involving APS is the same as what is described in FMI 3-35.
- **RSOI.** This process in the operational theater generates combat power and delivers it to the joint force commander (JFC). APS does not reduce the need for efficient RSOI. RSOI can occur in theater or at an intermediate staging base (ISB) or advance base. Once a unit has been linked with APS equipment in a theater of operations, RSOI will continue as discussed in FMI 3-35.
- **Employment.** Employment is the operational use of APS equipment begins when the drawing unit has moved to the TAA. Once approved for use APS can be employed across the full spectrum of operations at the commander's discretion. Replenishment is the process of replacing APS equipment lost or destroyed during the employment stage. Department of the Army (DA), in coordination with USAMC (less Class VIII) and USAMMA (for Class VIII), are responsible for coordinating APS replenishment.
- **Redeployment.** Redeployment is the return of forces to home or demobilization stations. The process for turn-in of APS equipment will vary based on the tactical situation.
- **Regeneration.** This is the process of planning and budgeting for replacing APS equipment used in support of an engagement. DA, in conjunction with (ICW) USAMC (less Class VIII) and USAMMA (for Class VIII), are responsible for coordinating APS regeneration.

REQUIRED CAPABILITIES

1-14. The following capabilities must exist in order to successfully execute APS operations:

- **Strategic Lift.** An underlying concept of APS is uniting airlifted personnel with prepositioned equipment, even though some follow-on unit equipment may arrive later via sealift. The unified commander documents movement requirements in the time phased force deployment data (TPFDD), in accordance with the Joint Operation Planning and Execution System (JOPES) to provide for strategic movement planning. The United States Transportation Command (USTRANSCOM), through the Air Mobility Command, provides common-user airlift allocated to the supported CCDR to expeditiously transport deploying forces to theater aerial ports of debarkation (APODs).
- **APOD.** In order for airlift to be effective, sufficient APOD facilities must be reasonably close to APS sites, ports or ISB, as appropriate. Suitable APODs should be able to accommodate and support strategic aircraft. In the absence of improved APOD facilities, forces may arrive

through austere landing facilities via strategic air or through a combination of strategic and tactical airlift. In addition to the facilities, APODs require sufficient personnel and materiel handling equipment to conduct clearance operations. Arrival/departure airfield control groups can be used to receive deploying forces.

- **SPOD.** The selected SPOD must be capable of accommodating large, deep draft, oceangoing ships. Ideally, such an SPOD is accessible and close to the contingency area however, it may be necessary to employ Army watercraft to transship materiel from an ISB to a small or unimproved port in the AO.
- **Staging Base.** Once a unit draws APS equipment, it needs an area large enough to organize into unit configurations, draw and distribute combat loads, accomplish maintenance, reconcile equipment shortages, calibrate and test-fire weapons, and prepare for onward movement to TAAs. Ideally the staging base is in theater, near the APS site (equipment configuration and hand-off area [ECHA] for APS-3 operations). However, METT-TC may require the staging base to be out of theater, perhaps hundreds of miles from the AO.
- **Surface Transportation Infrastructure.** In order to reach the staging base and complete the reception, staging, and onward movement process, a surface transportation infrastructure is usually necessary. Critical surface transportation infrastructure elements include: highway infrastructure; with road surfaces, bridges, and tunnels capable of supporting the onward movement; rail systems with suitable loading and unloading facilities, tracks, and railcars of adequate types and quantities compatible with the countries being transited; and inland waterway and intracoastal waterway to transport equipment and supplies over rivers, canals, or coastal waters using US or host nation (HN) barges and other suitable watercraft. If unavailable in theater, required lighterage may be available from APS assets; and APS equipment may be transported via sealift in order to traverse long distances. Sealift may require deep draft seaports as described above.
- **Security.** Deploying forces have minimal capabilities for self-defense until they organize for onward movement in the staging base. The supported CCDR must provide security at key nodes such as APODs, APS sites (in theater), staging bases, and along transit routes. Security includes gaining air superiority for the AO, preventing attacks by direct or indirect fire, and providing area security. Additionally the supported CCDR should develop a consequence management plan to minimize unit vulnerability to a chemical, biological, radiological, nuclear, and high-yield explosives incident.
- **Sustainment.** Forces deploying to a theater arrive with limited self-sustainment capabilities. The APS site issues initial quantities of UBL of Classes I, II, III (P), V, VIII and IX supplies, site dependent (see applicable Battleweb), to support the APS equipment draw. The site also provides an initial repair parts package Class IX ASL and PLL items, and Class VIII ASL) at the time of the APS draw. The supported Army Service Component Command (ASCC) provides deploying units with sustainment supplies such as food, water, fuel, ammunition, and repair parts until sustainment LOCs are established. SLOC closure occur with the arrival of surge sealift. If the theater does not possess enough sustainment stocks to last until SLOC closure, the theater CCDR can request supplies loaded aboard APS-3 sustainment ships be issued in support of theater operations.

Chapter 2

Roles and Responsibilities

Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.

Gen. George Patton

Successful implementation of APS involves multiple joint agencies. USAMC and the Office of the Surgeon General (OTSG) are responsible for providing operationally ready equipment and materiel through their respective executive agents, ASC and USAMMA. U.S. Army Forces Command (FORSCOM) is charged with providing training to potential APS units and, along with USAMC, conducting the Brigade Inspection Reconnaissance Exercise Program (BIREP) to ensure the functionality of APS equipment. APS materiel is owned by HQDA and can be allocated for use by CCDRs upon approval of the SECDEF in coordination with HQDA. APS may be apportioned to one or more CCDRs for planning purposes and allocated by the SECDEF to a specific CCDR to support contingency operations. This chapter will outline basic roles and responsibilities of commands and agencies; specific processes needed to fulfill these roles are outlined in the remainder of the publication.

USTRANSCOM

2-1. USTRANSCOM serves as the joint distribution process owner responsible for creating and implementing global deployment and distribution solutions in support of the CCDR assigned missions. USTRANSCOM and its component commands coordinate directly with the supported CCDRs and the deploying units to provide strategic lift for APS operations. In coordination with the supported command, it recommends air and seaports. It also provides strategic lift supportability analysis for the CCDR's operations plans (OPLANs).

2-2. USTRANSCOM coordinates air, sea, and surface deployment schedules through its three component commands: Air Mobility Command, for overall control of airlift operations; Military Sealift Command (MSC), to plan and execute sealift; and Surface Deployment and Distribution Command (SDDC), to coordinate the CONUS movement and sequencing of forces from installations to seaports and serve as the single port manager (SPM) for common-user seaports.

DA G-3/5/7

2-3. DA G-3/5/7 contributes to the success of APS by:

- Designing APS force structure that is compatible with the structure of the type of unit which will deploy to use APS equipment.
- Ensuring modernized equipment is fielded to APS within a reasonable time frame after it has been fielded to units designated to draw APS.
- Appointing a single point of contact within each element of the DA staff to coordinate APS issues.

- Developing and forecasting funding requirements for APS.
- Serving as release authority for APS.

DA G-4

2-4. Broadly, DA G-4 provides guidance on developing the APS program. DA G-4 ensures that APS materiel is combat ready for deploying units in accordance with Army serviceability standards. DA G-4 also ensures that APS are kept at authorized levels to adequately fill unit sets, provides resources to conduct the APS program, approves listing of equipment to be included in APS, and ensures APS equipment requirements are indentified in Army force structure, systems and applicable documents.

CCDR

2-5. The CCDR has a broad range of responsibilities, beginning with the decision of whether or not to use APS during an operation. This decision is made ICW JFCOM, USAMC, and the ASCC at a joint sourcing conference. Once the decision has been made to use APS, the CCDR selects the primary APODs and SPODs for the operation (ICW USTRANSCOM and its subordinate commands), selects an area where units can be issued APS equipment (or ECHA for APS-3 operations), and develops planning data for marshalling and staging areas. These decisions must be made early in the operational planning cycle, so that the CCDR can disseminate broad planning guidance to APS units and other stakeholders. Before units can begin employing APS equipment, the CCDR and ASCC must provide intelligence preparation of the battlefield and provide sustainment for deploying forces.

2-6. The CCDR establishes command relationships to minimize disruption of command and control (C2) of the APS operations during the transition from planning through deployment and execution phases. The importance of clear command relationships is fundamental throughout the deployment and RSOI process. This applies to the draw and onward movement of APS materiel as well. The supported CCDR should publish the command relationships so that all parties know who is directing the operation and understand their responsibilities. The supported CCDR considers all players when developing the plan: AFSBn, USAMMA MLST, USTRANSCOM and its subordinate components, other supporting commands, and the deploying unit.

2-7. The CCDR is responsible for the defense of key nodes, transit routes, staging areas, and strategic ships (including APS-3) in the area of responsibility (AOR).

ASCC

2-8. The ASCC plays an important supporting role in APS operations. Working closely with the CCDR and other supporting commands, the ASCC:

- Conducts detailed planning to determine the SPODs and the locations for issuing and staging APS equipment.
- Conducts intelligence preparation of the battlefield, as well as other intelligence services.
- Moves equipment within the AO and from the APS site to APOD or SPOD (if APS equipment needs to be moved from one theater to another).
- Determines unique requirements for download, transportation, and handling of Class V.

ASC AND USAMMA

2-9. ASC and USAMMA are the responsible agents charged with accounting for, storing, maintaining, and issuing APS materiel. ASC is responsible for all APS equipment except for Class VIII medical supplies, which are the responsibility of USAMMA. Although many ASC and USAMMA roles overlap depending on class of supply the agencies have specific responsibilities as follow:

2-10. The ASC stores and manages non-medical APS materiel by:

- Exercising C2 over APS draws through its in-theater AFSBn commander.

- Developing all procedures necessary to support APS draws, storage, care of supplies in storage, and updating procedures as required.
- Providing combat-ready equipment.
- Transferring accountability for equipment and supplies to deploying units.
- Providing updated APS Battleweb data, to include complete equipment lists, current maintenance status of equipment and supplies aboard APS ships, review of load plans, and identification of any force modernization issues.
- Providing initial supplies of Class III (packaged and limited bulk), Class IX (ASL/PLL and UBL), and other commodities as available.
- Issuing or lending equipment and supplies (less medical and hospital related non-medical associated support items of equipment) from ASC storage facilities to receiving units.
- Coordinating with the receiving unit before the draw and providing maintenance assistance during the draw.
- Developing and maintaining the APS Battleweb (less Class VIII).
- Managing and accounting for APS--the automated system used to manage APS is the Army War Reserve Deployment System (AWRDS); the automated system for accountability is Standard Depot System (SDS). Deploying units ascertain the composition of their APS unit sets from ABS. (See figure 4-1, page 4-2, for more information on AWRDS).
- Establishing an initial equipment transfer plan.
- Performing liaison officer (LNO) visits to appropriate commands.
- Exercising plans for units identified for APS missions to assist FORSCOM in equipment discharge during scheduled maintenance cycles for APS.
- ICW FORSCOM, developing a BIREP to increase the capability to rapidly execute APS operations (the BIREP will consist of, but not be limited to, visual inspection and cyclic validation of equipment and supplies stored at APS locations watercraft storage sites).

2-11. The USAMMA, as the executive agent for OTSG, coordinates, manages, and controls all Class VIII equipment and supplies stored at APS sites as authorized by HQDA by:

- Maintaining a permanent party LNO presence at USAMC to coordinate and integrate all APS related USAMMA Class VIII operational and materiel actions.
- Maintaining, through a USAMMA Forward Site manager, accountability records and, through USAMMA headquarters, total item property records for Class VIII stored at APS locations.
- Transferring accountability for all Class VIII equipment and supplies to deploying units.
- Deploying a MLST and USAMMA forward C2 element to coordinate with and assist ASC and receiving unit representatives with the issue and accountability transfer of APS Class VIII located at APS storage sites.
- Developing all procedures necessary to support APS Class VIII draw, storage, and care of supplies in storage and executing procedures as required.
- Providing combat-ready equipment.
- Providing initial supplies of Class VIII materiel as available.
- Issuing Class VIII equipment and supplying APS storage facilities to receiving units.
- Coordinating with the receiving unit before the draw and providing medical maintenance assistance during the draw.
- Developing and maintaining the Class VIII portion of the APS Battleweb.
- Providing Class VIII data to ASC and the APS site manager for incorporation into AWRDS.
- Supporting and providing personnel for the DA G-3 mobile training team (MTT).

2-12. Figure 2-1 depicts the USAMMA organizational structure for managing APS Class VIII medical materiel. USAMMA forward site managers and additional personnel are positioned worldwide to provide on-site management of the APS Class VIII materiel.

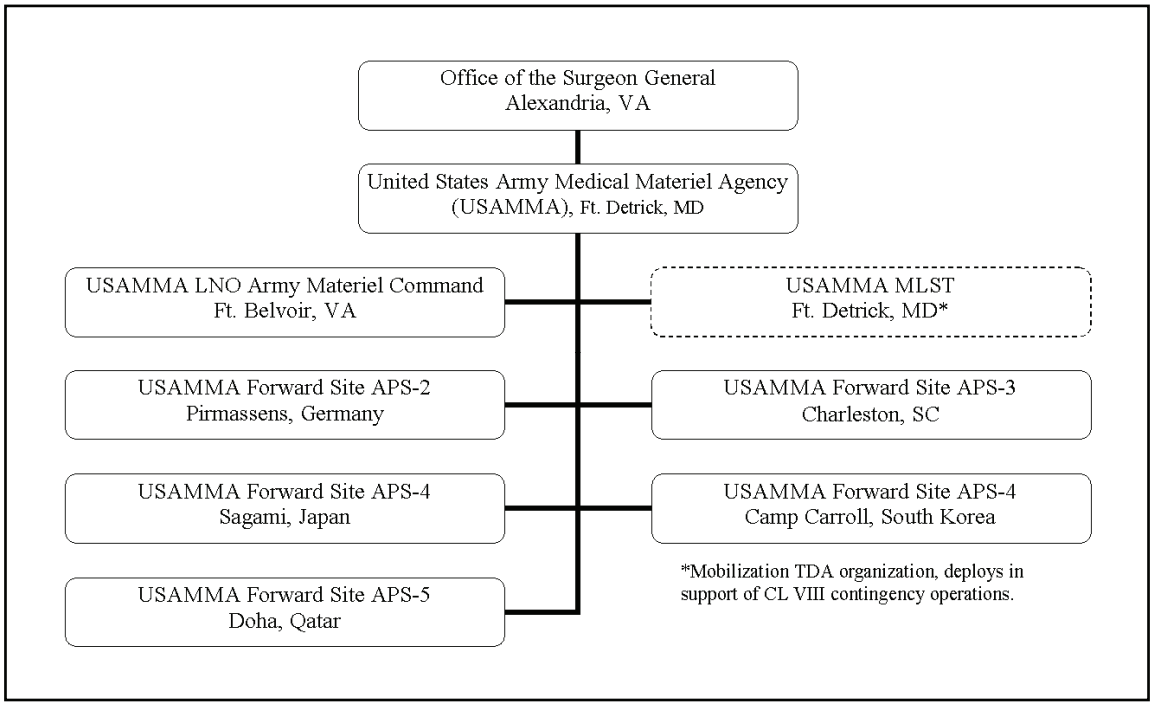


Figure 2-1. USAMMA organization for APS Class VIII

2-13. In addition to the above responsibilities, the ASC and USAMMA (each responsible for their respective class of supply), work with the deploying unit to prepare equipment for issue, support unit offload, conduct joint inventories, maintain accountability during issue and return, and ICW AFSBn, bring equipment to Technical Manual (TM) -10/20 standards.

SDDC

2-14. As the SPM, SDDC performs those functions necessary to support the strategic flow of deploying forces in common-user seaports, to include providing information on the status of equipment flowing into the theater. The SPM is sourced from SDDC units permanently assigned to the supported theater where available, or from deployment and distribution support teams derived from SDDC global forces. The SPM receives its priorities from the geographic CCDR and uses this information to workload the port operator.

USAMC

2-15. As the executive agent for the APS program, USAMC:

- Develops APS program funding requirements.
- Advises HQDA when deficiencies in resources preclude USAMC from accomplishing theAPS mission.
- Provides for accountability APS (less Class VIII).
- Reviews and validates authorization documents.
- Ensures operational readiness of APS equipment (less Class VIII).
- Coordinates CCDR mission changes that impact the APS program, including changes to OPLANs and TPFDD.
- Coordinates with FORSCOM to develop plans for using equipment in coordination with exercises aligned with maintenance cycles.
- Supports and provides personnel for the DA G-3 MTT.

- Provides managerial oversight of APS and forward stationed Army watercraft on behalf of CCDRs.

2-16. Figure 2-2 depicts USAMC's organization for managing APS materiel (less Class VIII). Army field support brigades and their subordinate elements positioned worldwide provide on-site management for ASC.

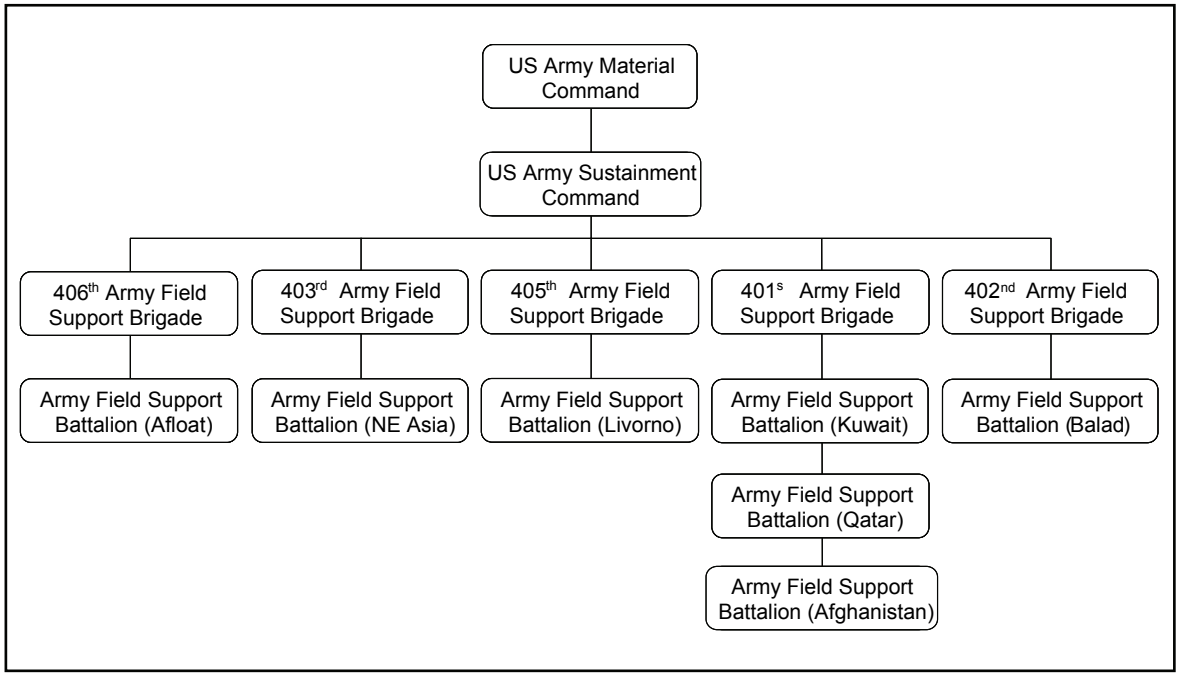


Figure 2-2. USAMC APS program organization

2-17. The AFSBn's mission is divided into three phases (phase one applies only to APS-3, while all other phases apply to all APS operations):

- Phase 1. Specific to APS-3, the AFSBn—afloat assists SDDC with ship download and assists the Expeditionary Sustainment Command (ESC) in moving equipment from the port to the ECHA. Activities include providing maintenance support at the port, scanning equipment into AWRDS, and configuring equipment into unit sets at the ECHA.
- Phase 2. AFSBn conducts maintenance and systems upload at the ECHA. Activities include inspecting equipment and weapons and repairing to standard, conducting fire control systems checks, and staging equipment by unit sets.
- Phase 3. AFSBn transfers accountability to the receiving unit. Activities include conducting a joint inventory of APS, delivering hand receipts to the receiving unit, and ensuring that data transfers result in 100% accuracy of Standard Army Multi-Command Management Information System. (Refer to Chapter 4 for requirements related to units drawing equipment.)

FORSCOM

2-18. FORSCOM, ICW USAMC, conducts DA G-4 funded BIREPs to train units in proper draw and issue procedures and determine the current condition of APS equipment and forward positioned watercraft. BIREP teams are composed of potential users of this equipment. (See figure 2-3 for a BIREP organizational chart.)

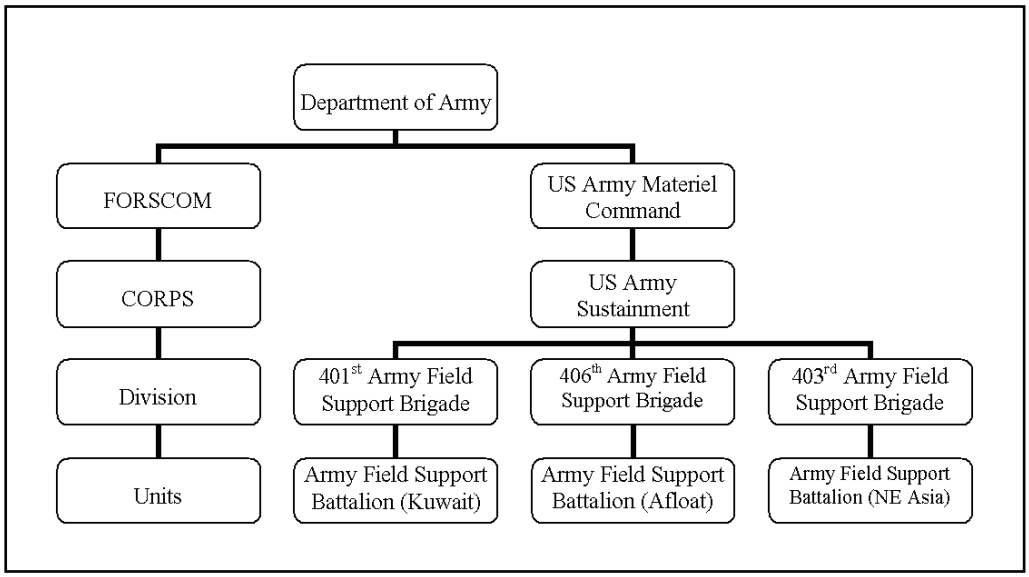


Figure 2-3. BIREP organization

2-19. FORSCOM is responsible for preparing forces for operational assignment and providing assistance to deploying forces as required. As the Army's lead agency for APS deployment preparation training, FORSCOM will:

- Provide MTT for training in organization and procedures for discharge and issue of APS equipment to Army units.
- ICW USAMC (ASC), develop a BIREP to increase the capability to rapidly execute APS operations. The BIREP will consist of, but not be limited to, visual inspection and cyclic validation of equipment and supplies stored aboard APS equipment ships and at Army watercraft storage sites.
- Through BIREP ensure operational readiness of APS equipment and stocks.
- Exercise plans for units identified for APS missions to assist USAMC in equipment discharge during scheduled maintenance cycles.
- Ninety days prior to the deployment, notify all concerned commands of the brigade contingency force pool units selected for an APS mission. The formal portion of this cycle begins with the arrival of the MTT. When the APS MTT arrives at the unit's location, it will conduct an intensive training session on procedures for discharge and accountability transfer and brief the participants on the program, relationships, and responsibilities.

ARFOR COMMANDER

2-20. The ARFOR commander coordinates with the unified command, USTRANSCOM, and other supporting agencies to sequence the arrival of unit equipment and personnel for onload to avoid bottlenecks at the aerial port of embarkation (APOE).

2-21. ICW the joint task force (JTF), deploying brigade commander and the ASCC, the ARFOR commander selects sites for the assembly area, TAA, and redeployment assembly area.

UNIT

2-22. Potential APS units must be familiar with the process of planning for and receiving APS equipment prior to mission notification. Early planning for APS missions will increase their effectiveness by allowing units to deploy more quickly.

2-23. Deploying units identified to draw APS materiel should become familiar with the quantity, type, and models of equipment they will draw prior to their deployment. Units must:

- Incorporate FORSCOM MTT training into their training calendars to ensure subordinate unit deployment planners and movement officers are trained in deployment planning procedures using the ABS (upon request, APS training is available on-site conducted by a FORSCOM MTT. For more information on this training contact: HQ FORSCOM, ATTN: AFLG-TOP-C (APS), 1777 Hardee Ave SW, Fort McPherson, GA 30330-1062; phone: 404-464-6236; email: forscomloc@forscom.army.mil).
- Access ABS Battleweb to identify unit equipment shortfalls and determine TAT and NAP equipment requirements. Report to higher headquarters for transportation scheduling and to update both the organizational equipment list and the deployment equipment list (DEL) in TC-AIMS II. (See figure 4-1, page 4-2, for more information on Battleweb.) Receive initial copies of APS-related manuals, standing operating procedures (SOP), and lessons learned from DA G-3, DA G-4, and FORSCOM MTT.
- Identify command and control relationships and receive notification of general officer designated responsibility for all APS activities.
- Identify theater requirements and provide the LNO to deploy with the survey, liaison, and reconnaissance party (SLRP) (in preparation of the advance and main party, the SLRP conducts seaport reconnaissance, establishes liaison with in-theater authorities, and confirms or adjusts port operating elements).
- Finalize personnel shortfalls including nondeployable personnel.
- Coordinate with USAMMA for status of Class VIII assets and any remaining shortages which may need to be scheduled for movement via strategic lift or as TAT.
- Develop plans for equipment remaining at home station.
- Finalize movement plans to the APOE.

2-24. At the draw site, units have the responsibility to:

- Provide an advance party to assist site personnel with the draw (see appendix).
- Ensure unit equipment needed to assist with the draw process (for example, tools, cold and hot weather gear, and personal weapons) accompanies the advance party.
- Coordinate hand-off procedures and requirements with USAMC APS representatives.
- Augment site security elements.
- Inventory drawn equipment, accept accountability, perform preventive maintenance checks and services on equipment, and move equipment to the staging base.

2-25. When a unit receives an APS mission, it must conduct required planning. Deploying units identified to draw APS equipment obtain valuable information regarding their APS unit set from the ABS and through direct coordination with ASC (less Class VIII) and USAMMA (for Class VIII).

2-26. Units are responsible for coordinating reception of APS equipment. They must dispatch an advance party to the APS site to assist ASC and USAMMA with preparing equipment for issue and support unit offload. This advance party, with assistance from APS site personnel will prepare APS equipment for movement prior to the arrival of the main body. The unit should contact the APS site to determine the number of personnel required for the advance party.

2-27. In contingency operations, units will sign and accept the ownership of APS equipment; accountability and maintenance becomes a unit responsibility. Upon completion of operations, the Army will provide guidance for returning the equipment. If Army equipment is to be returned to APS, ASC and USAMMA may require the assistance of a trail party consisting of unit personnel to assist with further maintenance and cleaning. The final maintenance and cleaning of returned Army equipment will be conducted under the supervision of USAMC/ASC and USAMMA. Prior to turn in, the unit will conduct a joint inventory at the APS site ICW ASC and USAMMA.

2-28. If APS equipment is authorized for a training exercise, the unit will sign a temporary hand receipt and maintenance will become a unit responsibility for the duration of the exercise. Once the exercise is complete all equipment will be turned in IAW Chapter 5.

2-29. When battle loss procedures are in effect, the using unit assumes responsibility for accounting and reporting procedures as dictated in various Army regulations when battle loss or damage occurs. When APS equipment is not returned due to battle loss, the unit provides all supporting documentation - it is essential that the documents are accurate and complete.

Chapter 3

Planning

Planning is the means by which the commander envisions a desired outcome, lays out effective ways of achieving it, and communicates to his subordinates his vision, intent, and decisions, focusing on the results he expects to achieve.

FM 3-0, Operations

Planning for APS operations is the responsibility of the deploying commander. To enhance mission effectiveness, the deploying commander must coordinate closely with the CCDR through the ASCC. The deploying commander's planning begins by reviewing the ABS Battleweb to determine TAT/NAP equipment requirements. The resulting movement plan encompasses the end-to-end movement of forces, equipment, and sustainment from points of origin to specific TAAs in the joint operating area. Because APS operations are inherently joint, planners integrate them into the JOPES, which provides a single process of interoperable planning and execution. This chapter focuses mainly on specific planning requirements for APS operations and includes information on deployment planning in general. More detailed deployment planning is included in FMI 3-35. Planners must always be aware that APS stocks are available to support any theater of operations – for example, APS-5 stocks could be moved to support operations in Europe or APS-2 stocks could be moved to support operations in Korea. APS-3 stocks could be used to support operations in the Persian Gulf and then be reconstituted and deployed again to support operations in Europe or Korea.

Planning for contingency use of APS necessitates early and continuous coordination between deploying units and ASC. In Operation Iraqi Freedom, planning began up to a year before hostilities.

3rd Infantry Division
OIF After Action Report

OVERVIEW

3-1. Early planning is essential to successful APS operations and some assumptions relating to missions and security are required. These assumptions are validated as the battle staff's military decision making process (MDMP) continues. The APS phase of the operation focuses on deployment, reception, drawing equipment, and staging in order to facilitate rapid integration of forces into the supported commander's OPLAN. Planners should look for ways to streamline their RSOI requirements to facilitate rapid integration into the joint force. The goal is to be ready for employment as soon as possible.

3-2. Relief in place and transfer of authority operations require the relinquishing unit's planners to identify APS equipment maintenance, shortages, and other related issues to the incoming unit's planners and to the CCDR staff immediately.

3-3. The ABS provides real-time visibility of APS items and reference information on deployment planning and the procedures for drawing equipment from a particular ship or site. Users gain access to APS

equipment data through a unit sets interface that provides visibility of equipment by unit type or location. This ABS suite of tools can be accessed directly from the Army Knowledge Online Battleweb website.

PLANNING CONSIDERATIONS

3-4. Listed below are some of the considerations that must be included in any plan using of APS. Planners should be aware that HN involvement might be required to ensure that the plan is feasible.

- **SPOD.** The supported CCDR, in consultation with the ASCC and USTRANSCOM, determines the primary SPOD for discharge. The primary concern is the speed with which the combatant forces can become combat-ready.
- **APOD.** The APOD must meet the operations order's force closure requirements and facilitate the air-sea integration of personnel and equipment. The CCDR, on advice of USTRANSCOM, the Air Force Service component commander, and the other Service commanders, selects the APOD.
- **TAA**. In coordination with the brigade commander, the JTF/ARFOR commander selects the brigade TAA to support expeditious marshaling of forces and integration into tactical operations. Site selection must consider distance from the SPOD and the initial availability of equipment to move APS equipment during initial entry operations.
- **Anchorages.** Anchorage depth, bottom type, currents, and distance to shore must be considered. Additionally, for ships carrying ammunition and explosives, explosive safety quantity distance arcs must be considered.
- **APS Ships**. One consideration for disposition of APS ships is timing the discharge to match HN support capability, combatant force storage capacity, and combatant force usage rates. Seaport operating company equipment must be frontloaded to facilitate discharge of subsequent ships. Shortfalls in storage areas within the theater of operations may necessitate using one or more ships as a station or warehouse facility until facilities are developed. Security may determine the amount of time the ships remain in the discharge area. Upon release of the ships from APS operations, and with the concurrence of the supported CCDR, the ships will become part of the USTRANSCOM common-user fleet.
- **APS Watercraft.** APS lighterage and other watercraft will be available for ship discharge, intracoastal transport, and harbor support. Other considerations for use of watercraft include intratheater sealift, fueling, maintenance, and harbor facilities. Additional guidance is being developed.
- **APS Equipment**. In some instances (due to HQDA funding priorities), APS equipment may not be the same model or as modern as the unit's modified table of organization and equipment. Deploying units should coordinate directly with ASC (less Class VIII) and USAMMA (for Class VIII) and consult with ABS to determine the exact equipment they will draw from APS. Units must ensure that they are trained on the actual APS equipment they will draw.
- **APS Ammunition.** Ammunition support to a theater of operations is performed by simultaneously committing prepositioned ammunition and other munitions available at the national level. APS ammunition is moved to the AOR where the ammunition support team, consisting of ammunition managers, quality assurance specialist ammunition surveillance, and contract personnel is then dispatched to survey the port and assure serviceability of ammunition and overall safety of operations.

SEQUENCE

3-5. Execution planning provides the transition from peacetime posture to the conduct of military operations. Time available for execution planning may be greatly compressed, requiring abbreviated steps and procedures throughout. During this phase, the supported CCDR finalizes the OPLAN and accomplishes two other major actions: force preparation and deployability posture reporting. This phase ends when the SECDEF directs execution of the OPLAN, places it on hold, or cancels it outright. Preparation for deployment, including planning and updating unit SOPs, is essential when planning time is compressed.

3-6. Upon receipt of the initiating directive, the deploying units and the supporting commanders contact the supported CCDR or JTF commander. Together they conduct formal coordinated planning based on a detailed analysis of the assigned mission and the CCDR or JTF commander's concept. The ASCC OPLAN is then refined incorporating this analysis. The commander's concept will include as a minimum:

- A CONOPS in which the intent for execution and support of the mission is stated
- A concept for deployment where the plan for deployment of the APS and brigade to the theater is clearly stated. Included are specifics concerning early repositioning of the ships and desired closure/arrival dates.
- A concept for RSOI that includes a basic sequence for selecting discharge sites, discharging supplies and equipment, integrating personnel and equipment, providing support, establishing C2, and preparing forces for onward movement
- A concept for tactical operations derived from the combatant unit's missions. On receipt of the mission, a unit commander, ICW the supporting commander, if applicable, establishes a basic concept for tactical operations. This concept is coordinated with the ARFOR commander as well as the supported CCDR/JFCs. Principal considerations are the same as for other tactical operations.
- A concept for support including specific support requirements for the combatant forces. The ARFOR commander promulgates requirements for establishing lines of communication and theater support.

PLANNING REQUIREMENTS

DEPLOYMENT

3-7. ARFOR train to conduct operations identified in the joint planning process. These forces also prepare to support operations that may arise during a crisis. In such cases they plan for a mission that has not been previously identified as a specific requirement. All units with the potential to draw APS equipment should develop and execute deployment exercises that include APS operations.

3-8. The deployment plan must be flexible. When in receipt of a specific mission, the MDMP often dictates modifications to the plan. Availability of airports and seaports and changes to the TPFDD will influence the unit's deployment and RSOI plans. Changes that affect a unit's deployment must be communicated to the deploying unit in a timely manner. CCDRs should include units slated to draw APS equipment early in the planning process. This minimizes the impact of potential problems on both the deploying unit and the supported CCDR.

3-9. Adaptive planning process for operations that include APS requires the participation of the prospective unit and supporting commanders. The JFC is the executive agent for formal coordination between the Joint Planning and Execution Community and lift providers regarding TPFDD validation and scheduling decisions. A decision to use APS has significant effects on the TPFDD. Direct coordination between supported and supporting commands is necessary to facilitate rapid development and execution of the TPFDD. Direct coordination among the supporting commanders, force providers, deploying forces, and lift providers is necessary for load planning or to coordinate details of validated unit transportation requirements during execution.

3-10. Effective APS planning requires that the CCDR, in coordination with the ASCC, develop planning data on prospective marshaling and staging areas. Planners require information on:

- Air and seaport facilities and infrastructure.
- Availability of support equipment.
- Space for staging areas.
- Life support facilities.
- Water, power, and local communications.
- Prospective multinational support.
- Medical requirements and issues.

- Road networks, distribution infrastructure and clearance requirements.
- Availability of contracted resources.
- Protection requirements.
- HN support, customs, agriculture, and related requirements.

SECURITY

3-11. The CCDR also sets the priority of support for APS equipment issue to subordinate deploying units competing for limited resources. Since APS operations require a permissive environment to accomplish draw and staging, protection is essential. Security is accomplished through the planned integration of protection, operational and physical security, information operations, high-risk personnel security, and law enforcement operations. Security operations may be supported by foreign intelligence, counterintelligence, or other security programs.

3-12. The CCDRs are responsible for defending the strategic ships (including APS) in their AOR. As described in chapter 1, the supported CCDR establishes area security, determines available HNS for security operations, and establishes additional measures to support the security effort. This responsibility may be delegated to a subordinate commander capable of providing adequate security. Security considerations should include specific responsibility assignments for ships en route, en route support bases and facilities, staging and marshaling areas, logistic support areas, and TAAs. General categories of security responsibilities include:

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

3-13. These measures also establish responsibilities for emergency defense and rules of engagement. Control measures are ultimately the responsibility of the CCDR in coordination with the country team.

RSOI

3-14. METT-TC, available facilities and support, uniqueness of each APS site, and the tactical concept for APS operations all influence RSOI. The ASCC develops the RSOI plan for APS operations in coordination with the AFSB. The ASCC also coordinates with the drawing unit commander, single port managers for the APOD(s) and SPOD(s), USAMMA MLST, and supporting unit commanders. The RSOI plan is submitted to the theater CCDR for approval.

TRANSITION TO INTEGRATION

3-15. APS-equipped units will transition to the integration phase when operational equipment is fully manned in staging areas and units are prepared to conduct drills covering full spectrum operations anticipated for the mission. The supported CCDR sets the criteria for determining when the deploying force is fully mission- capable. Unit plans for transition to employment include:

- Clear delineation of responsibility for local security.
- Notification of higher headquarters as units achieve operationally ready status.
- Preparing equipment, maintenance, and technology insertion.
- Zeroing combat systems.
- Training in AO.
- Use of AAs to facilitate subsequent or concurrent tactical operations.
- Plans for responding to hostile action following RSOI operations.

INFRASTRUCTURE

3-16. APS operations require an adequate physical infrastructure. In the absence of, or in the event of damage to infrastructure capabilities (for example, bed-down areas, hardstands, water sources, wharves and piers, bridges, and aircraft unloading aprons), U.S. forces must be prepared to build or augment the required infrastructure (figure 3- 1). The senior Army engineer command prepares the civil engineering support plan, a peacetime assessment of infrastructure required to support military operations. In coordination with the U.S. Army Corps of Engineers, the engineer command plans and executes the theater engineer mission.



Figure 3-1. APS operational site

INTELLIGENCE

3-17. The intelligence capabilities and organization of deploying forces vary significantly. The supported CCDR or ASCC provides intelligence preparation of the battlefield and other intelligence support to the forces within the theater. Because the S2 staff of the unit drawing APS has a limited intelligence capability, the staff may require augmentation to ensure continuous intelligence support and to coordinate intelligence and counterintelligence measures.

INFORMATION OPERATIONS

3-18. An APS operation requires a coordinated, detailed OPLAN for the execution of adequate C2. The plan must consider C2 requirements for internal and external communications to the APS unit, current and potential changes in command relationships, task organization of the unit, equipment augmentation, and location of the APS elements and supporting units. Information operations systems must provide a reliable, secure means to exercise C2, and they must be flexible enough to compensate for internal and external changes. The requirements and ultimate design of the information system for APS operations depend on the following:

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

3-19. The CCDR provides broad planning guidance as early as possible to deploying APS units. This ensures that provisions can be made for the required interoperability and operational demands of the information systems. Deploying unit commanders should continually refine their information systems posture through periodic testing of portions of the system with higher and subordinate headquarters. They immediately inform the ASCC of any voids and gaps in existing capabilities.

SUPPORT

3-20. The ASCC's CONOPS for unit employment drives the deploying unit commander's support concept for APS operations. Planning must satisfy both known and anticipated support requirements. Planners must consider:

- Requirements based on mission, CONOPS, forces to be supported, operational environment, and enemy capabilities.
- Forces required to support the operations.
- Availability and types of nonorganic support resources in theater, such as contracted or HN assets.
- Time phasing of organic support capabilities into the theater (for example, port opening elements, brigade support battalions, sustainment brigades, and a theater sustainment command).
- How broad functional areas of supply, maintenance, facilities, transportation, engineering, medical support, and other services will be provided. The magnitude of support is directly related to the tailored force planned for the operation.
- Administrative and support requirements during each phase of deployment, RSOI, employment, and redeployment.
- Distribution sites and support channels in the AO.
- Competing strategic requirements for APS materiel (in theater and by other CCDRs).
- Multinational, HN, and interservice agreements for support.

Chapter 4
Issue Procedures

The importance of prepositioned stocks was dramatically illustrated during OIF. While they faced some challenges, the Army and Marine Corps relied heavily on prepositioned combat equipment and supplies to decisively defeat the Iraqi military.

General Accounting Office Report,
Observations of Army and Marine Corps Programs
during Operation Iraqi Freedom and Beyond, March 2004

APS issue procedures emphasize speed and efficiency. Using ABS units can easily determine what items need to be brought from home station. APS is stored in unit sets as close to its employable state as possible. This reduces the amount of tailoring and maintenance that needs to be performed at the draw site. Units must send an appropriate number of advance party Soldiers to assist APS site personnel with a speedy issue. Incorporating APS draw procedures into training will help ensure that all of the steps will be performed smoothly during actual contingencies.

ISSUE FUNDAMENTALS

4-1. APS are national assets, owned by DA, and, when issued, stock-funded items stored in APS are required to be purchased by the receiving ARFOR. The ARFOR should consider the operational cost of using APS when developing contingency OPLANS and cost estimates. Funding should be provided prior to issue.

4-2. APS materiel is stored differently at various locations around the world. Whether equipment is stored aboard ships, in controlled humidity warehouses, or out in the open, the procedure for issuing the equipment is standard. Equipment is issued for contingencies, exercises, and stability operations and civil support operations. During major combat operations, the Chairman of the Joint Chiefs of Staff or the Chief of Staff of the Army can direct the release of APS. APS can be released by DA G-3/5/7 in support of small scale operations or national emergencies.

4-3. The ABS identifies the materiel available in each unit set. By analyzing the ABS, deploying units can determine the equipment they must bring with them from home station. Direct coordination between deploying units and ASC or USAMMA (for Class VIII) is imperative for successful operations. Once this review has been completed, the TPFDD can be finalized. Figure 4-1 depicts the flow of data between AWRDS and ABS.

4-4. To maximize the inherent time advantage of employing APS stocks, deploying forces and their essential TAT/NAP equipment arrive in theater primarily, if not exclusively, by air. Following arrival at the APOD, deploying unit personnel proceed to the APS hand-off site and draw the prepositioned equipment.

4-5. When land based APS equipment or non-self deployable Army watercraft systems need to be moved between theaters for employment, the supporting ASCC is responsible for planning the movement from the APS site to the APOD/SPOD. Moving equipment within a theater is the responsibility of the supported ASCC.

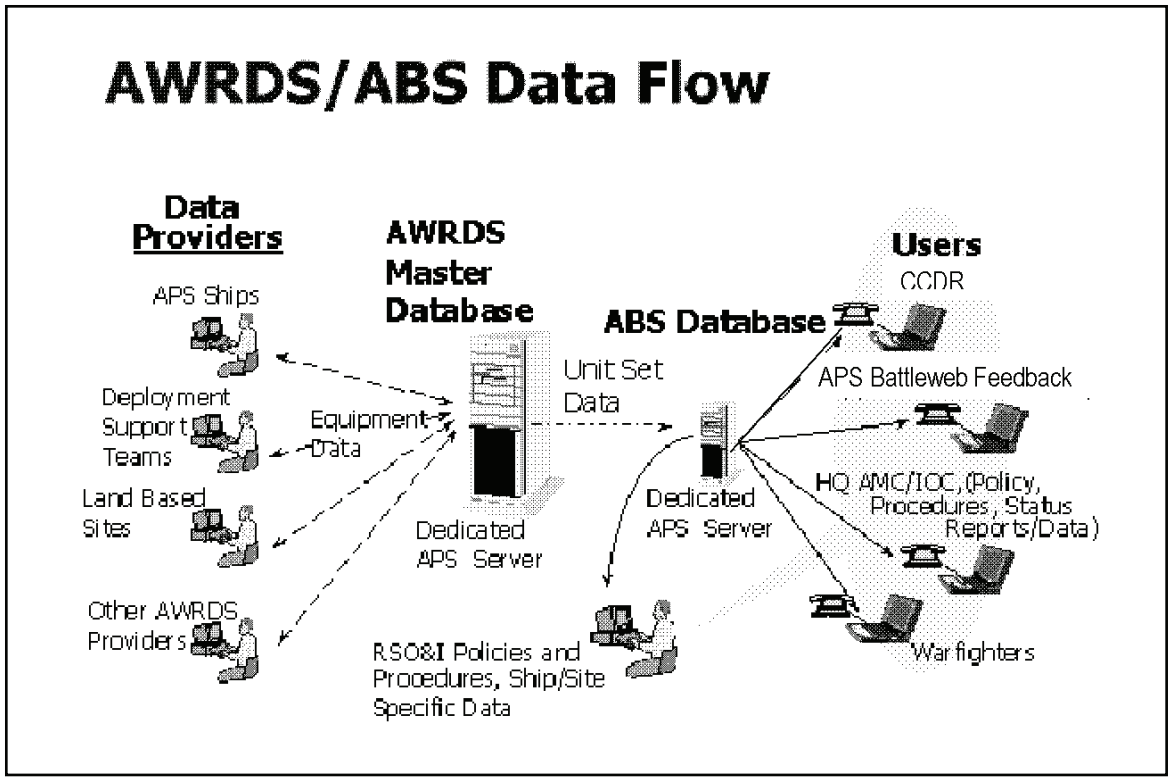


Figure 4-1. APS data flow

> In OIF, prepositioned Army watercraft moved APS equipment from the APS-5 site in Qatar to the APS-5 sites in Kuwait for employment.
>
> Army Materiel Command
> OIF Lessons Learned

DRAW PROCEDURES

4-6. Draw procedures emphasize speed. ASC and USAMMA personnel ensure equipment is ready for issue upon arrival of the deploying unit (figure 4-2). Generally, deploying units draw sets of equipment without cross leveling, tailoring, or reconfiguring them at the APS facility. The drawing unit completes the APS draw as quickly as possible to meet or exceed defense guidance.



Figure 4-2. Staging APS equipment

4-7. To facilitate the use of APS for immediate employment in a contingency or major combat environment:

- APS should be stored and maintained in TM -10/20 condition or more specifically in such condition that it is survivable for the entire initial phases of a conflict with little or no major repairs by the unit. However, because some preservation will have been necessary while the equipment was in storage, such as removal of batteries and sensitive equipment or draining of fluids, this equipment will need to be prepared for issue.
- In order to expedite employment, deploying units receiving APS sign for the equipment at the hand-off site and have 10 days to provide inventory discrepancies to ASC or USAMMA for BII and SKOs as appropriate. The unit should coordinate with the site manager prior to leaving the hand-off site to determine a POC within ASC or USAMMA to report discrepancies. Shortages and discrepancies on Army watercraft must be identified prior to hand-off and departure from port to determine if they would preclude mission completion or pose an unacceptable risk.

> APS equipment must be transferred directly to drawing units, never to another contractor—transfer from contractor to contractor caused significant delays in OIF.
>
> Army Materiel Command
> OIF Lessons Learned

4-8. To ensure that draws are successful, APS site personnel, assisted by the unit advance party, prepare APS equipment for movement before arrival of the main body. Typical required activities are listed below (see the checklist in appendix):

- Removal of preservation and packing material.
- Configuration of equipment: installing or recharging batteries; draining and replacing fuel as appropriate; uploading weapons systems on equipment; installing sensitive items; and inspecting each item and making "quick-fix" repairs only (such as add fluids, tighten/replace belts because extensive maintenance operations are not part of draw procedures). Items needing extensive maintenance will not be issued and will be replaced with like equipment from APS.
- Transfer property accountability by sets of equipment.
- Detailed component inventories are performed and shortages are reconciled at unit staging areas.

> Future equipment draws should be executed in one location with the ability for companies to draw company-pure APS unit identification codes. In addition, the timeline of the draw yard must allow for thorough inspections of draw equipment. Inadequate inspections will lead to combat forces drawing vehicles that have bald tires, Class III leaks, and dry rotted hoses, and are missing basic issue items.
>
> 3rd Infantry Division
> OIF After Action Report

4-9. The number of advance party Soldiers required to conduct the hand over of equipment is proportional to the amount of time available. If the unit is responding to a contingency that requires a rapid issue, then more advance party personnel are needed. Key personnel from each advance party draw team are briefed by ASC and USAMMA site representatives. At the conclusion of the briefing, the process of inventorying items and signing for the equipment begins. The ASC/USAMMA draw briefing should cover the following:

- Organizational responsibilities.
- Site configuration, draw procedures, and flow.
- Provisioning and equipment issue/receipt.
- Vehicle and equipment checks.
- Maintenance procedures.
- Safety.
- Property accountability.
- Key site personnel.
- Life support.

> To allow deploying units maximum time to resolve potential problems/fill shortages with the draw of APS equipment, deploying unit advance parties must have immediate access to its prepositioned equipment - this was not always the case in OIF.
> Advance party must work with the contractors on the APS draw grid; allow units to bring vital vehicles even if "acceptable" substitutes are available in theater; and use a robust division advance party to validate the APS grid before home station vehicles are shipped.
>
> 3rd Infantry Division
> OIF After Action Report

4-10. During a deliberate APS draw, if time allows, the Army may insert modern technology into APS systems to improve their war fighting capability.

> One example of technology insertion during OIF was the use of Blue Force Tracker (BFT) and the Movement Tracking System (MTS). BFT was initially installed on APS Abrams main battle tanks and Bradley fighting vehicles and then extended to include rolling stock and convoy command vehicles. This equipment was installed while preparing equipment for issue. MTS and BFT outfitting programs both lasted through the first years of OIF.
>
> Army Materiel Command
> OIF Lessons Learned

PROPERTY ACCOUNTABILITY TRANSFER

4-11. During APS draws, the AFSBn and USAMMA MLST issue or temporarily lend equipment to receiving unit commanders via AWRDS and the USAMMA Theater Enterprise Wide Logistics System.

Units must deploy with organic communications and automated information systems. AWRDS exports data to Standard Army Maintenance System, Unit Level Logistics System-Ground, Unit Level Logistics System-S4, Property Book Unit Supply-Enhanced (PBUSE), and Standard Army Retail Supply System (SARSS).

4-12. Prior to handoff to the receiving unit, the AFSBn scans the AWRDS labels on each piece of APS equipment. Once this information is in AWRDS, the information can be used to update inventory and maintenance information. The data in AWRDS is also exported to the gaining unit's PBUSE.

EQUIPMENT, CONFIGURATION, AND HAND-OFF AREA ACTIVITIES

4-13. The ASCC is responsible for establishing the staging base and supporting its operation. Most activities needed to make the unit operationally ready and prepared to complete the RSOI process occur in the staging base. How thoroughly personnel can perform each activity depends on METT-TC considerations, particularly time. (See figure 4-3 for a notional staging base.) Unit activities include:

- Identifying shortages to AFSBn and USAMMA MLST personnel.
- Thoroughly inspecting equipment for mechanical deficiencies.
- Repairing equipment to TM -10/20 standards, as needed.
- Test firing and calibrating crew served weapons. (Identifying sufficient space, facilities, and equipment is especially critical for accomplishing these functions).
- Receiving all UBLs of supplies.
- Organizing forces for onward movement to the TAA and preparing to integrate into the theater command structure. (Units must arrange for protection during movement to the TAA.)
- Coordinating movement requirements for convoy operations and transport of track vehicles (heavy equipment transport support).

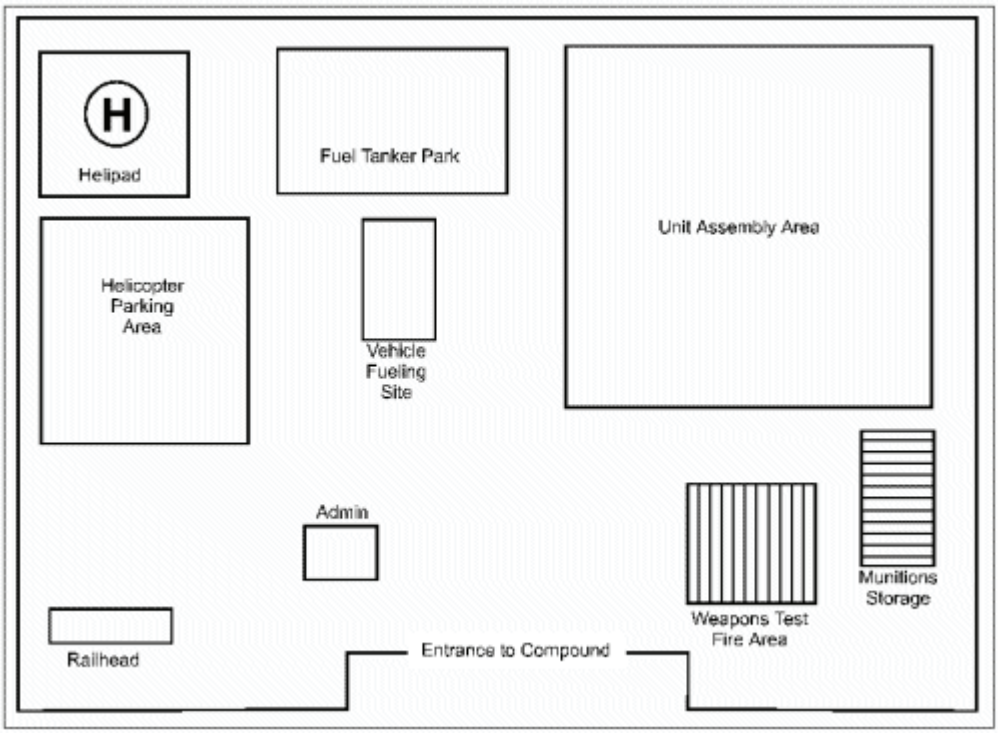


Figure 4-3. Notional staging base

> The biggest challenge for the APS Expediter Team in Kuwait was coordinating transportation to move replacement and new equipment into the Iraqi battle zone. There was no available space to store equipment awaiting ground movement once it was signed for by the team.
>
> 1st Armored Division
> OIF After Action Report

SAFETY

4-14. Safety during all APS draws is a command responsibility of the ASC site commander as well as the commander of the deploying unit. Every individual involved in APS operations must aggressively identify and prevent unsafe actions.

TRAINING AND EXERCISES

4-15. Properly trained units and APS site support personnel are paramount to conducting effective contingency operations. Units and personnel likely to draw APS should be resourced to conduct training exercises in peacetime. Exercising the draw procedures benefits not only these units and the APS site support personnel, but also serves to validate the equipment readiness and associated war plans. Units designated to draw and operate with APS equipment should conduct realistic command training programs to rehearse procedures, exercise communication links, refine liaison requirements, identify voids and gaps, and allow participants to establish familiarity with the draw process. This training enables units and commanders to more easily transition from equipment draw to employment. The appendix provides checklists that help prepare commands and staffs for APS missions.

SUSTAINMENT SUPPORT

4-16. The geographic combatant commander/ASCC provides for the sustainment of forces deploying to draw APS stocks upon their arrival in theater. This commander coordinates the use of base facilities and base support services. This support includes essential supplies, maintenance, field services, ammunition, and health service support. As part of the support mission, a force provider complex may be established to provide billeting; dining facility; and showers, laundry, and clothing repair. Depending on mission length and the security situation, morale and welfare activities may be established.

Chapter 5
Turn-In Procedures

If redeployment involves the movement of forces and equipment to a different AO for employment in a contingency, then it should be viewed as a new deployment. If forces are being returned to home station or their mobilization station, then it's a redeployment. The primary difference is the implied urgency when responding to a contingency.

FMI 3-35

Redeployment involves returning forces to home or demobilization stations. The CCDR defines the conditions for redeployment. Redeployment of an APS-equipped force may involve reconstituting unit sets to the highest level of readiness possible within resource constraints. This chapter is applicable when APS is to be reconstituted from the equipment drawn. It also may include the following:

- Reconstitution of the unit as required for strategic movement.
- Movement to the redeployment assembly area.
- Turn-in of equipment (when unit redeploys without APS stocks).
- Movement to the A/SPOE.
- Strategic lift.
- Reception at the A/SPOD.
- Onward movement.

PREPARATION FOR TURN-IN AND REDEPLOYMENT

5-1. After completing operational requirements, forces move back to designated AAs. The major focus is unit integrity and accountability for units, individuals, materiel, supplies, and equipment. Operational requirements may have caused organizational changes to units after arrival in the AO. Whenever possible units should return to original configurations before redeployment to facilitate the return to peacetime activities or movement to follow-on missions. Specific unit actions include:

- Cross-leveling personnel and equipment.
- Packing and loading containers.
- Determining customs and agricultural requirements based on planned destination and types of equipment to be redeployed.
- Inventorying and verifying documents and coordinating movement instructions with the appropriate movement control elements.
- Reporting excess materiel to the distribution management center in the theater sustainment command.
- Identifying equipment shortages.
- Ordering ASL, PLL, and UBL.

5-2. When the unit receives movement instructions, forces, individuals, and materiel move to the RAA. Upon arrival, units complete any required activities not previously completed in the AA. This may include final washing of major end items, affixing placards, receiving customs and agricultural inspections, or finalizing unit movement data. The unit accountable officer ensures that property records and all related documents are properly maintained. This is especially critical if the unit is redeploying with APS equipment.

5-3. The ASCC or ARFOR commander is responsible for moving forces from the AA and for actions at, and in support of, the RAA. The AA and the RAA may be combined, depending on the size of the theater and the CCDR's guidance. The redeployment sequence depends on theater constraints and the CCDR's guidance. RAA activities may also involve establishing a final staging area.

TURN-IN PROCEDURES

5-4. ASC and USAMMA are responsible for maintaining accountability of APS equipment throughout the issue and return process. Upon mission completion, ASC and USAMMA must ensure that APS is returned to the APS accountability. Units that have sustained combat losses involving APS equipment must document the losses. Units must turn in valid requisitions together with substantiating technical inspection documents for repair parts not applied to end items. Theater policy for Class VII replacement may limit a unit's ability to order the replacement items therefore it is left to the supported ASCC to define the policy. Unit logistics assistance representatives can assist in the classification of equipment damaged during operations.

SEPARATION OF APS AND ORGANIC UNIT EQUIPMENT

5-5. Prior to the start of equipment turn-in, units physically separate organic TAT/NAP equipment from the APS stocks to be turned in. This should be done in the RAA. Physically separating unit and APS equipment reduces the chance that organic equipment gets mistakenly turned in or that APS materiel returns with the redeploying unit. The unit advance party for the turn-in coordinates equipment separation activities by balancing the AWRDS and PBUSE APS hand receipts.

INITIAL EQUIPMENT PREPARATION

5-6. Deployed unit maintenance personnel, operators, crews, and supervisors conduct thorough technical inspections of equipment to be turned in. The unit, with its supporting maintenance elements, performs all required maintenance within its capability. All equipment requires initial cleaning. The unit uses supply and maintenance channels to requisition required repair parts and to fill equipment shortages. Unfilled shortages are identified and charged to the redeploying unit or the operational fund.

UNIT INVENTORIES AND REQUISITIONS

5-7. Comprehensive inventories of equipment and supplies are most important at this juncture. The unit may have lost some equipment as a result of combat action. Documentation is crucial, and the unit should already have submitted requisitions to replace combat losses, when possible. One hundred percent inventories completed in the RAA help ensure that any items previously missing, but not noted, are addressed at this time. The benchmark is to have all APS materiel 100 percent complete for turn-in or on valid requisition.

MEDICAL EQUIPMENT/SETS

5-8. Prior to conducting turn-in of medical sets to USAMMA, units will conduct 100 percent inventories of all APS medical sets to include all nonexpendable, durable, and expendable items. The following items will not be turned in:

- Potency and dated materiel (for example, FSC 6505 items) or other items specified in theater regulations. These may be turned into the supporting medical logistics battalion for possible redistribution within the theater of operations.
- Any expendable items in less than unit of issue quantity
- Any expendable or durable items that are soiled or contaminated with bio-medical waste and cannot be cleaned to an acceptable standard (for example, litters, patient cots). These items must be disposed of in a hygienic manner consistent with their level of contamination.

5-9. Units will also ensure that all items are properly labeled with National Stock Number and nomenclature (at a minimum). All sets should be turned in as close to 100 percent fill as possible given

available time between redeployment notification and actual turn in. All nonexpendable shortages require proper adjustment documents during turn-in, in accordance with AR 735-5.

WATERCRAFT

5-10. Army watercraft being returned to ASC control should meet the TM -10/20 standards for turn-in except in those circumstances where there were documented and pre-existing equipment conditions at hand off.

TRANSFER OF ACCOUNTABILITY AND EQUIPMENT TURN-IN

5-11. Property accountability for the equipment transfers from the receiving unit to ASC and USAMMA accountable officers, and responsibility for the equipment returns to the ASC site commander or USAMMA forward site manager, as appropriate. The unit submits all supporting documents (such as property registers, hand receipts, valid requisitions, and DA Form 2404) as it turns in equipment. The using unit and ASC/USAMMA must resolve all discrepancies before the turn-in process is complete, in accordance with AR 735-5. Equipment left in the combat zone must be on a valid transfer to the new using unit.

> A key element in establishing and maintaining accountability was identifying and validating APS lateral transfers that had taken place out in the field between 3rd ID and the 1st AD units that replaced them.
>
> 1st Armored Division
> OIF After Action Report

PRESERVATION

5-12. On return of APS to ASC or USAMMA control, preservation of APS equipment is ultimately the responsibility of storage site personnel. However, ASC and USAMMA site personnel may require assistance from borrowing units to accomplish necessary preservation activities. The supported CCDR will determine the best method to support the requirement. One possibility is that a trail party from the redeploying unit remains to assist with preparation (TM -10/20 or equivalent maintenance and property accountability) and turn-in of equipment to ASC and USAMMA. For certain methods of storage and locations, units may need to assist site personnel with the removal and storage of vehicle batteries, and the removal or reduction of petroleum products. They may remove components of crew-served weapons and store them separately. Some communications equipment, small arms, and vision devices will be removed, protected, and stored separately as well.

REDEPLOYMENT

5-13. Although units will not normally return to home station with APS equipment, many of the steps for turn-in that have been outlined throughout this chapter mirror the steps of redeployment. For all non-APS equipment and unit personnel, redeployment will continue as described in FMI 3-35.

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Appendix A

APS Draw Checklist

The following checklists of items (tables A-1 through A-4) are designed to be the launching point for the planning and execution of APS operations—copy it and add to it as you go through the process. All personnel involved in the process must begin direct liaison as soon as it is identified that APS assets are available for use. The drawing unit must review the SOPs for the draw site. Each site is slightly different because each theater of operation has specific arrangements (such as land, threat, command and control, and so forth) that will drive its function. APS operations are extremely complex, especially in a contingency environment where speed of draw is necessary due to operations tempo.

Table A-1. APS draw unit

	Check	Date
Pre-deployment		
Unit identified in DA message as drawing APS?		
Listing of APS UICs on hand? (Refer to DA message)		
Downloaded APS UIC on-hand data from the Battleweb?		
Identified equipment in APS that unit personnel must be trained on prior to deployment?		
Established liaison with ASC headquarters at Rock Island, IL?		
Establish liaison with USAMMA headquarters, if receiving Class VIII?		
Identified additional reporting requirements?		
Updated deployment equipment list?		
Coordinated with AFSBN for CDE requirement?		
Identified CDE for deployment with advance party and main body?		
Requested and received draw site SOP?		
Received updated hand receipts from draw site?		
Coordinated with AFSBn for issue of ASL items (if approved in DA message)?		
Advanced Echelon		
Determined composition of advance party? (e.g., OIC, NCOIC, PBO, supply tech, maintenance, security, liaison team, small arms team, etc.)		
Identified personnel by name to fill slots?		
Identified TAT/NAP equipment (to include repair parts, toolboxes, PBUSE, SARSS and Unit Level Logistics System boxes, and so forth.)?		
Conducted coordination meeting with advance party?		
Made contact with APS download site for final coordination?		
Drivers are trained and possess a valid U.S. military driver's license?		

Table A-1. APS draw unit

	Check	Date
Generator operators are properly trained and licensed?		
APS equipment moved to marshaling area?		
Validate communication systems are compatible with APS equipment, and notify ASC of compatibility?		
Mechanics deploy with general mechanics toolboxes?		
Deploy with hand-held communications devices?		
Scheduled/coordinated ground transportation for main body?		
Master hand receipt holders appointed on orders? Personnel have required order with them—assumption of command order for company commanders or appointment orders for site?		
Main Body		
Identified TAT/NAP Equipment?		
Determined breakdown of unit by planeload?		
Finalized JOPES data input?		
Revised plan based on advance party reconnaissance?		
Conducted risk assessment? (APS specific items to consider—CDE, reflective vests, ground guiding, flashlights, etc.)		

Table A-2. APS AFSBn (MLST)/APS handover site

	Check	Date
Concept of Operation		
Established a CONOP?		
Concept approved by theater commander?		
Concept published?		
Provided a listing of mandatory reporting requirements?		
Provided copy of site SOP to deploying commander?		
Site Setup		
Work space for drawing unit?		
Living space for incoming personnel (e.g., tents, mess, wash facilities, etc.)?		
Maintenance facilities established?		
Vehicle equipment maintenance records available and given to units?		
Weapon Record Data card (DA 2408-4-1) provided to units for each weapon system?		
Staging grid designed and laid out?		
Smoking areas designated?		
Risk assessment conducted?		
Results of risk assessment transmitted to draw unit at home station?		
Battery Activation/Installation Point:		
Protective clothing available?		
Fire extinguisher available and operational?		
Tools covered with insulating tape?		
Eye wash facility available and operational?		
Vehicle Fueling Point:		
Protective clothing available?		
Personnel have valid fuel handler's training and license?		
Drip pans available?		
Fire extinguishers available?		
Equipment properly grounded?		
Warehouse Operations:		
Doors open during indoor fueling operations and while vehicles are running?		
Material handling equipment available? Operators have valid license?		
Ground guides used?		

Table A-2. APS AFSBn (MLST)/APS handover site

	Check	Date
Roadways		
Speed limits posted?		
Brake test site established?		
Vehicle lights operational?		
Download Operations		
Timeline established for download operations?		
Timeline transmitted to theater planners and incoming unit?		
Contact maintenance team identified?		
Establish liaison with SDDC?		
Contact movement control team for movement of cargo from port to draw site?		
Is there adequate medical support at the APS site or ECHA?		
Establish liaison with ship's captain?		

Table A-3. JFCOM/FORSCOM/DA staff

	Check	Date
Forwarded orders to appropriate headquarters?		
Units identified in JOPES?		
DIRLAUTH approved?		
Drawing units informed of exact APS sets (by UIC) to draw?		

Table A-4. Theater planners

	Check	Date
Infrastructure		
Identified APODs to support APS draw unit?		
Available housing at APOD to stage personnel while awaiting vessel download or transportation to APS handover site?		
Identified SPODs to support the download of APS equipment?		
SPOD have enough space to support establishing the APS site at the port?		
Identified the APS handover site?		
Established security for the site (e.g., air defense, CDE, perimeter guards)?		
Does handover site have life support infrastructure for incoming units?		
Does handover site have enough space for maintenance, fueling operations, ammunition storage, weapons test firing, and helicopter operations?		
Movement		
Transportation assets available to move incoming personnel and equipment from APOD to SPOD or APS draw site?		
Movement control units in theater to track incoming flights and coordinate movement of personnel and equipment to SPOD or APS draw site and to TAA?		
Preliminary quantities of basic loads and accompanying supplies determined and preparations to receive, move, and store those items initiated?		
APS Draw Unit		
Assigned forces to APS UICs?		
APS draw unit notified?		
Life Support		
Security units available to support draw operations?		
Life support coordinated at APODs, SPODs, draw location, and staging base?		
Identified senior support command and planning responsibilities to support APS draw operations?		
Command Relationships		
Command responsibility while unit is drawing equipment established?		
When does draw unit come under operational control of the ARFOR or JTF commander?		
What is the reporting requirement? Have those reports been provided to the incoming draw unit?		
DIRLAUTH approved for equipment draw operations?		

Table A-4. Theater planners

	Check	Date
Administrative control directed while units in deployment process?		
Requested liaison from deploying unit?		

Glossary

Acronym	Definition
ABS	Army Battleweb System
AFSBn	Army field support battalion
AO	area of operation
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
APS	Army prepositioned stocks
ARFOR	Army forces
ASC	Army Sustainment Command
ASCC	Army Service Component Command
ASL	authorized stockage list
AWRDS	Army War Reserve Deployment System
BIREP	Brigade Inspection Reconnaissance Exercise Program
BFT	Blue Force Tracker
C2	command and control
CCDR	combatant commander
CDE	chemical defense equipment
COA	course of action
CONOPS	concept of operations
CONUS	continental United States
DA	Department of the Army
DIRLAUTH	direct liaison authorization
DOD	department of defense
ECHA	equipment configuration handoff area
ESC	Expeditionary Sustainment Command
FM	field manual
FORSCOM	United States Forces Command
HN	host nation
HNS	host nation support
HQDA	Headquarters, Department of the Army
ICW	in conjunction with
ID	infantry division
ISB	intermediate staging base
JFC	joint force commander
JOPES	Joint Operational Planning and Execution System
JTF	joint task force
LNO	liaison officer

MDMP	military decision making process
METT-TC	mission, enemy, terrain and weather, troops, time available, and civil considerations
MLST	medical logistics support team
MSC	Military Sealift Command
MTS	Movement Tracking System
MTT	mobile training team
NAP	not authorized prepositioning
OIF	Operation Iraqi Freedom
OPLAN	operations plan
OPROJ	operational project stocks
OTSG	Office of the Surgeon General
PBO	property book officer
PBUSE	Property Book Unit Supply–Enhanced
PLL	prescribed load list
RSOI	reception, staging, onward movement, and integration
SARSS	Standard Army Retail Supply System
SDDC	Surface Deployment and Distribution Command
SDS	Standard Depot System
SLOC	sea lane of communication
SECDEF	Secretary of Defense
SPM	single port manager
SPOD	sea port of debarkation
TAA	tactical assembly area
TAT	to-accompany-troops
TM	technical manual
TPFDD	time phased force deployment data
UBL	unit basic load
UIC	unit identification code
USAMC	United States Army Materiel Command
USAMMA	United States Army Medical Materiel Agency
USTRANSCOM	United States Transportation Command
WRSA	War Reserve Stocks for Allies

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DOCUMENTS NEEDED

None

READINGS RECOMMENDED

None

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1 JULY 2008

By order of the Secretary of the Army:

GEORGE W. CASEY, JR
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