



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 26<sup>TH</sup> AREA SUPPORT GROUP  
UNIT 29237  
APO AE 09102

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 26th ASG S3 Staff Memorandum 51A, 26<sup>th</sup> ASG Deployment and Redeployment Standing Operating Procedures (SOP)

This memorandum expires one year from date of publication

1. References are shown in the SOP. Procedures are enclosed in a standard format in accordance with (IAW) FM 101-5.
2. This SOP defines responsibilities and procedures for deployment and redeployment operations conducted by 26<sup>th</sup> Area Support Group (26<sup>th</sup> ASG) and subordinate Base Support Battalions (BSBs). Support and services are provided regardless of affiliation. The SOP applies to anyone associated with operations conducted by 26<sup>th</sup> ASG.
3. Installation Staging Area (ISA) requirements are included. Information is provided on completion of BSB ISA SOPs. Where used, the terms deployment, redeployment, and movement are interchangeable. The terms node, site, operational site are also interchangeable.
4. **Safety is the primary emphasis in deployment operations.** Safety risk assessments will be completed for each deployment phase, regardless if live or exercise movements. Leaders are reminded of CG, USAREUR mandate for rail operations "I cannot make it any clearer—from the time a train is loaded and departed its home station until it has reached its final destination and is unloading—**soldiers are FORBIDDEN FROM CLIMBING ONTO RAILCARS OR THE ONBOARD VEHICLES TO CHECK FOR ANYTHING—SECURITY SEALS OR OTHERWISE**" (BELL SENDS #1, 31 Jan 03).
5. POC for this SOP is the 26<sup>th</sup> ASG S3, DSN 373-1330.

FOR THE COMMANDER:

Encl

DISTRIBUTION:

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/s/

DAVID M. MERHAR  
Chief of Staff

AEUSG-PO-OPS

SUBJECT: 26th ASG S3 Staff Memorandum 51A, 26<sup>th</sup> ASG Deployment and Redeployment Standing Operating Procedures (SOP)

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ANNEX A TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Responsibilities, Task Organization/ISA and Movement Nodes

1. Deployment and redeployment support responsibilities include, but are not limited to the following:

- a. Commander, 26<sup>th</sup> ASG: Directs on order, commencement of support operations.
- b. Adjutant, 26<sup>th</sup> ASG, in conjunction with (ICW) BSBs, cross-level personnel to ensure manning at operational sites. ICW S3, 26<sup>th</sup> ASG, support temporary duty requirements, manage temporary duty orders; ICW BSB S3(s) coordinates pre-deployment processing (PDP). The PDP is an inspection area for the 26<sup>th</sup> ASG Adjutant, under the 26<sup>th</sup> ASG Organizational Inspection Program (OIP), Command Inspection Program (CIP).
- c. S1 (DCA), 26<sup>TH</sup> ASG, ICW BSBs, establish and maintain community Family Assistance Centers (FAC). When necessary, provide for Morale, Welfare, and Recreation (MWR) activities at movement sites.
- d. S2, 26<sup>th</sup> ASG: ICW BSB S2's, ASG and BSB Provost Marshall Offices, ASG S3 Force Protection Manager, conduct movement site surveys. Implement physical security and force protection upgrades appropriate to the threat. Oversee OPSEC training to ASG staff and BSB S2s, relevant to movement operations. Provide current intelligence for the ASG Area of Responsibility (AOR).
- e. S3, 26<sup>th</sup> ASG:
  - (1) Exercise primary staff responsibility for deployment planning and operations. Review Army, USAREUR, 21TSC and IMA deployment, operational plans (OPLANS), situation reports (SITREP) and related documents. Extract and publish requirements or orders for ASG/BSB level operational planning and execution. Operate Army/Global Communications Control System (A/GCCS). Appoint and train personnel to operate COMSEC equipment and manage COMSEC documents.
  - (2) Through IMA, coordinate with USAREUR and 21TSC for personnel and Equipment tasking that supports movement operations. Assist BSBs in planning and conducting movement operations. Periodically coordinate or conduct site certification and validation of rail and barge sites. Provide periodic deployment updates to the commander and staff. Oversee Force Protection at all deployment and redeployment nodes.

f. S4/DOL, 26<sup>th</sup> ASG: Oversee life support, showers, laundry facilities, maintenance service, MRE rations or Class I feeding at installation dining facilities (DFAC) at BSB/ISA operational sites. Oversee transportation requirements from Transportation Motor Pool (TMP) assets, the IFMS general fleet or through contract operations.

(1) ICW BSBs, manage requisition, storage, maintenance, issue and recovery of blocking, bracing, crating and tie-down (BBPCT) materials. Conduct and periodically report the ASG status of BBPCT. Coordinate limited CIF issue support for deploying soldiers. Identify and conduct equipment recovery of specific items of OCIE issue from redeploying personnel.

(2) ICW ASG or BSB Public Works, coordinate military or civilian transport of hazardous waste materials.

g. DPW, 26<sup>th</sup> ASG: ICW ASG Safety and ASG S3, periodically survey deployment nodes. Within capability, coordinate or initiate engineer work to correct deficiencies, improve facilities or remove obstacles to the effective and safe movement of personnel and equipment. In particular focus on roadways leading to movement sites, adjacent parking areas, lighting, maintenance bays, utility support, dining and billeting areas, waste management, security fencing and signs. Provide guidance to procure BBPCT items **when no other source exists**. Issue guidance on environmental management at deployment sites. Provide maps of installations having tenant movement sites.

h. Provost Marshal, 26<sup>th</sup> ASG: ICW BSB PM: coordinate MP customs inspections during deployment; establish movement site amnesty boxes. Implement bomb/drug dog support of deployment facilities. Provide law and order assistance. Enforce sanctions of off-limits areas. On order, increase physical security in specified areas. Advise and assist on all physical security issues. Coordinate host nation police support. Generally, in USAREUR, terrorist-type activities or demonstrations intended to disrupt movements are the responsibility of German authorities. Provide convoy support and the escort of Arms, Ammunition and Explosives (AA&E), when required.

i. PAO, 26<sup>th</sup> ASG: Assist BSB PAOs with local host nation updates and civic support. Provide explicit guidance on the handling of media representatives. Assure dissemination of policy information to personnel on making statements or talking with the media without a Public Affairs person present. Assist in VIP/media events; help reduce interruptions at movement sites. On order, ICW BSB PAOs establish and operate or support media centers.

j. Acquisition Management Staff Office (AMSO): Support contracting and acquisition services. Train BSB-appointed personnel as Field Contracting Officer Representatives (COR) for field ordering requirements.

k. Safety Officer, 26<sup>th</sup> ASG: Schedule and conduct risk analysis of deployment sites in 26<sup>th</sup> ASG. Provide results to the S3, 26<sup>th</sup> ASG. Ensure BSBS conduct site risk assessment of ISA/rail, barge marshaling areas not used within 30 days of new missions. ICW BSBS, conduct periodic safety risk assessment of ASG and BSB movement OPLANS, orders, SOP(s), subject to classification levels. Suggest or implement resolution; conduct risk analysis of ammunition stabling areas, storage, and loading and unloading policies. Conduct training in risk assessment and analysis for key leaders and movement site OIC/NCOIC. Instruct BSB Safety Managers on how to conduct initial and follow-up risk assessments prior to and during movement operations. Evaluate risk assessments/analysis, conduct after action review (AAR), follow-up and if necessary, conduct retraining.

l. Chaplain, 26<sup>th</sup> ASG: Assist community chaplains with Family Assistance Center requirements. Visit movement sites during operations. Assist, advise, and counsel personnel.

m. Resource Management Officer, 26<sup>th</sup> ASG: Support funding requirements. Identify budget shortfalls affecting deployment missions to IMA USAREUR or 21TSC. Capture and report movement costs by category.

n. Base Support Battalions (BSBs): Provide continuous, uninterrupted BASOPS during movement operations. Plan for, execute deployment and redeployment missions. ICW BSB and ASG Public Works (DPW) survey deployment and redeployment sites; maintain movement sites in a high state of readiness and repair.

(1) Appoint unit movement officers and non-commissioned officers. ICW ASG S3, obtain quotas for USAREUR Unit Movement Officer course attendees. Operate Installation Staging Areas (ISA), Barge Marshaling Sites. Provide quality life support to deploying and redeploying soldiers. Operate and maintain the USAREUR POV storage center (Mannheim only). Coordinate, provide in and around transport to deploying, transient soldiers.

(2) Maintain minimal BBPCT stock levels as directed by ASG S4/DOL. Deploying units submit their own BBPCT requisitions, through their respective chain of command to 21<sup>st</sup> TSC. Ensure units returning from operational or training deployments collect, sort, clean and palletize reusable BBPCT items. Return excess BBPCT to the Kaiserslautern Industrial Complex, 21<sup>st</sup> TSC.

(3) ICW ASG S4/DOL, support CIF issue to deploying units. Identify, train, and qualify COR personnel ICW ASG AMSO.

(4) Conduct unit oriented ISA orientations and periodic rail loading and unloading and deployment refresher training to tenant units. Using units must fund the use of rail cars for live rail load training. Conduct risk assessments before rail training commences.

(5) BSB commanders will provide life support to personnel augmenting ISA, rail, and barge marshaling sites.

(6) Critical BSB deployment planning will focus on safety, ISA, barge marshaling and life support; focus of deploying units is on personnel readiness and training, marking and labeling requirements, and vehicle and equipment preparation.

(7) Life support to personnel manning or using movement sites will be unconstrained.

2. Task organization, below, reflects available deployment platforms/nodes, supporting BSB, and the major ISAs used within 26<sup>th</sup> ASG:

a. 26<sup>th</sup> Area Support Group, Heidelberg

b. 233d Base Support Battalion, Darmstadt

(1) Nathan Hale Rail Depot **(ISA)**

(2) Aschaffenburg Barge Site

c. 293d Base Support Battalion, Mannheim

(1) Coleman Railhead, and marshaling/staging area (ISA if rail loading only)

(2) Lampertheim Barge Site

(3) Waldhof Bahnhof, Mannheim

(4) Spinelli Railhead, and marshaling/staging area **(ISA)**

d. 411<sup>th</sup> Base Support Battalion, Heidelberg

(1) Patton Barracks Gymnasium (community central meeting point (CCMP))

(2) Germersheim Railhead (contingency use ISA)

- e. 415<sup>th</sup> Base Support Battalion, Kaiserslautern
  - (1) Kaiserslautern Industrial Center Railhead
  - (2) Miesau Army Depot Railhead
  - (3) Rhine Ordnance Barracks Railhead, and marshaling/staging area (**ISA**)
  - (4) Einsiedlerhof Rail Site (container use only)
  - (5) Weilerbach, railhead and weight scales
- f. 43d Signal Battalion, Heidelberg (DOIM support to Heidelberg, Mannheim, and Kaiserslautern)
- g. 102d Signal Battalion, Darmstadt (DOIM support to Darmstadt and Babenhausen)

ANNEX B TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Intelligence

1. This Annex defines the intelligence requirements and responsibilities for force deployment and redeployment operations.

2. Responsibilities.

a. S2, 26th ASG: Coordinate the dissemination of intelligence information within the group; security requirements with ASG provost marshal, and provide training to subordinate staffs in OPSEC, and threats to movement operations. Prepare threat assessments based on current information and the situation. Coordinate Intelligence gathering with local Military Intelligence (MI) Detachment.

b. Provost marshal, 26th ASG: Schedule and conduct physical security surveys. Review site physical security surveys, vulnerability assessments, and the current threat to recommend appropriate security measures.

c. Base Support Battalion S2s: Request physical security assessment of deployment sites, and deployment site OPSEC support from the supporting counterintelligence unit. Prepare OPSEC plan. Request threat assessments or intelligence support from 26th ASG S2.

3. Procedures.

a. The first consideration is the assessment of the current situation. If there is not a current assessment, ask for one. How the host nation or the public views the overall situation that caused the redeployment will have a major impact on the anticipated threat. The amount of publicity the redeployment has received may also impact on the potential threat, such as extensive coverage of movement activities.

b. Rail and barge sites are usually well known and it is very difficult to conceal operations from public view. Thus, the location of the deployment and redeployment sites near large populated areas is an important consideration by the S2 when preparing a threat statement and the effect of terrorism, demonstrations, or other disruptive activities affecting redeployment operations.

c. Prepare an assessment of the movement sites. Coordinate a physical security survey of the proposed site and if possible, a counterintelligence assessment of the site for OPSEC. Consolidate the information and prepare your assessment. Additional considerations for a site survey can be found in Appendix 1, to Annex B of this SOP.

d. Required information. Have general information available on terrorist groups that are capable of conducting operations in the area, and information on (historical) activities, which have occurred in the area during previous deployments and redeployments.

e. Public Affairs. The public affairs office needs to coordinate with the commander and the S2 to respond to a wide spectrum of possible threats and events that may affect operations. Request the PAO to inform you of any articles in local newspapers that may indicate the possibility of demonstrations or terrorist actions. Always direct all media queries to the PAO. Inform the PAO of activities or events that you consider critical to the operation that should not be discussed for OPSEC purposes. Go over the procedures of media access to movement sites and escort requirements.

4. Requests for intelligence/security support will be to counterintelligence support to the supporting counterintelligence unit. Request this counterintelligence assessments through normal channels. Special assessments may be requested for specific situations. Request physical security support directly to the ASG provost marshal physical security section.

5. Information dissemination and coordination.

a. Continued close coordination is required with the provost marshal, supporting counterintelligence unit, host nation police, and S2, 26th ASG to ensure the timely exchange of information. Intelligence information must be disseminated quickly and efficiently to users to maximize the planning and execution of force protection during deployment and redeployment operations.

b. Report all incidents pertaining to threats, bomb, arson, other phone threats, demonstrations, and other potential actions that may disrupt operations. Provide the staff and unit members current threat, OPSEC awareness, and current situation briefings.

2 APPENDICES:

1. Deployments and Redeployment Site Assessment Outline
2. Sample Site Security Plan

APPENDIX 1 TO ANNEX B TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Deployment and Redeployment Site Assessment Outline

1. Site Survey Assessment Outline

- Unit Mission
- Type of site

Current threat assessment

- available
- not available

World attitude to movement missions

- U.S. attitude for operation
- Host nation attitude
- Special interest groups

Intelligence and Security support

- intelligence support available
- working relationship with host nation security forces

Availability of guards/military police

- On site
- Reaction time less than 30 minutes
- Reaction time less than one hour
- Reaction time greater than one hour

Site location

- On an installation
- On host nation controlled site
- Within an urban area
- Outside an urban area
- Perimeter fences
- No perimeter fence

Access to location

- Near major roads or autobahn
- located near airfield
- Waterways

2. Personnel/vehicle access

- Free access for personnel and vehicles
- restricted access to military and civilian personnel working at the site only
- media controls
- free parking, no parking, assigned parking

### 3. Communications

- DSN telephone
- Bundespost telephone
- FM communications
- security/unsecured communications

APPENDIX 2 TO ANNEX B TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Sample Site Security Plan

1. Purpose: State the Purpose of the plan.
2. Area security: Define the area, buildings, and other structures and their priority for protection.
3. Control measures: Establish the restrictions to access for personnel and vehicles.
  - a. Personnel access.
    - (1) Authority for access; access for unit personnel, visitors, contractors, other support/maintenance personnel, local police, and media representatives.
    - (2) Identification and control; type of system to be used (badge, sign-in, escort, etc); Application of system to personnel.
  - b. Vehicle access: Material control; requirements for admission, delivery; inspection requirements (if any); special controls on hazardous material deliveries; policy on search of vehicles; parking restrictions; controls for entering area; military vehicles; privately owned vehicles, and emergency vehicles.
4. Aids to Security.
  - a. Protective barriers/fences: Gates/access points and security requirements at entry points.
  - b. Protective lighting: Existing lighting, and additional lighting.
  - c. Communications: Type of communications of security force and use; locations and authentication.
5. Guard procedures: Composition and organization; duty hours; guard post locations; type weapons and equipment; training requirements; guard post instructions, and rules of engagement (ROE).
6. Contingency plans: Planned actions and procedures for bomb threats, demonstrations, medical emergencies, and terrorism.
  - a. Notification procedures.
  - b. Alternate routes for equipment and personnel into site.
  - c. Additional security precautions/actions.

7. Coordinating instructions.
  - a. Integration of the site security plan with force protection plan.
  - b. Liaison and coordination.
    - (1) Military police.
    - (2) Local authorities.
    - (3) Public Affairs.
    - (4) DPW (barrier movements, installation).
    - (5) Notification of higher and adjacent headquarters.

ANNEX C TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Operations

1. On order, 26th ASG publishes plans and orders, establishes command and control requirements, manages and coordinates deployment support for tenant and transient units moving from or to the 26th ASG Area of Responsibility (AOR). At execution the 26<sup>th</sup> ASG Operations Center and BSB emergency operations centers (EOC) activate, ICW BSB S3, conduct personnel RECALL, establish and test command, control, communications and intelligence, and computers (C4I) capabilities. ISA sites activate and OIC/NCOIC conduct test report through their chain utilizing report formats described in Annex T, this SOP. If BSB or their ISA are TACON to another organization, OIC/NCOIC, respective ISA/BSB will initiate report test with copy furnished to 26<sup>th</sup> ASG S3.

2. Procedures.

a. BSB ISA sites will use individual BSB ISA SOP, and the report procedures of this SOP. Additional battle books or SOPs at BSB S3 and ASG/BSB staff level are recommended but not directed. EOC centers will maintain a journal of daily activities. DA Form 1594 will be used to record activities. The DA Form 1594 is the Daily Staff Journal or Duty Officer's Log.

b. EOC staffing: The ASG EOC will be permanently staffed. It will operate 24 hours daily, 7 days a week. Duty hours will be directed by the ASG S3. The EOC will be supervised by the Deputy ASG S3 or Senior Operations Officer. Duty personnel will provide a daily update to the ASG S3. Permanent members of the ASG EOC include the S2/3 staff, and representatives from the S1, Adjutant, S4/DOL, DPW, and PM. Except for S2/3 staff, permanent members are not required to be physically present at all times if operational matters do not require them to be on site. When performing duties, permanent members will bring equipment, computers, and SOPs/battle books appropriate to their functional areas of responsibility. On order, other ASG staff activities will have personnel on call and available to the EOC as missions or questions require their presence. Staff elements will provide a personnel roster of their EOC members to the ASG S3, with identifying data: name, rank and security clearance access. The ASG S2 ICW BSB S2's will validate security clearances and the need for information access.

3. The EOC will conduct shift change briefings at 0700 and 1900 daily. The EOC officer will prescribe the shift change briefing agenda. All shift change briefings will be preceded by an S2 report on weather data and intelligence.

4. Recall: The operational movement of units and individual personnel follows a logical sequence of preparatory events and occurs over time. There are two types of timelines for deployment planning and execution. They can occur simultaneously, can overlap, be expanded, or be condensed depending on the type of operation and time available. **The first timeline BOLD LIGHTNING, initiates X-Hour mission analysis and planning, and begins with a warning order (WARNO) to prepare to conduct an operation. USAREUR announces additional measures (BOLD THUNDER, BOLD AMERICAN, BOLD FALCON, BOLD EAGLE) that initiate N-Hour: execution of preliminary deployment. The N-hour timeline continues until all elements are completely loaded or unloaded onto or from appropriate transportation, and transfer of authority occurs.** The procedures described in this Appendix may be used to notify subordinate units of the requirement to open sites and prepare for deployment, redeployment or other RSO functions.

a. Readiness is defined as a unit's ability to quickly and efficiently accomplish its mission. **Notification and assembly of our soldiers and civilians is the first key step in this process.** All units need a simple and effective notification/recall plan. Recall notification is made by the ASG and BSB S2/3 to subordinate unit's chain of command.

b. 26th ASG utilizes the unclassified BOLD LIGHTNING (or conduct as RECALL) message format to notify subordinate units and staff sections. The format is shown below:

THIS IS (YOUR NAME), 26TH ASG (or 411<sup>th</sup> BSB PMO acting as Staff Duty).  
BOLD LIGHTNING/MUSTER/RECALL AS OF \_\_\_\_\_ HOURS (ZULU TIME).

c. Upon notification of above, the BSB S2/3, Staff Duty or on-call person receiving the call will verify the message by calling the headquarters that initiated the notification.

5. Notification requirements. As a minimum, 26th ASG staff elements and subordinate units will maintain a RECALL notification roster. The rosters will ensure that the Staff Duty or on-call person will make the minimum number of calls and ensure individuals residing outside barracks areas are notified. This roster should be annotated to show that if the caller cannot contain the next person in the chain, the next person down the list is to be called. The roster should also include a call back system, whereby the last person calls the original caller back in the notification chain. Each unit will have written instructions as to what actions are to be taken by the Staff Duty, on-call person or designee immediately upon notification (PMO, 411<sup>th</sup> BSB is designated agency receiving notice for 26<sup>th</sup> ASG). The instructions should include additional actions to be taken until the Staff Duty, on-call person, or the Commander, Chief of Staff, Adjutant, CSM or S2/3 relieves designated agency.

a. The RECALL notification roster will be tested periodically to ensure accuracy. As soldiers and civilian employees are contacted, they will be told they are being notified of an “official recall.” The word “**ALERT**” will not be used. Do not discuss details such as the initiating headquarters, the type of exercise or activity to be conducted. The majority of contact is made through the unclassified telephone system.

b. Remember **EEFI rules** (essential elements of friendly information). Do not pass any classified information or attempt to disguise such information using ‘buzz words’ or analogy.

6. ISA processing checks unit readiness to deploy. There are 5 stations checking vehicle and equipment preparation; cleanliness; hazardous materials status and their marking; primary and secondary load planning and execution; documentation and forms; overall marking and labeling; maintenance status; fuel status. Unit equipment passing final inspection is staged to load on barges, or rail cars or to proceed by convoy to designated ports of embarkation. Equipment failures are set aside as frustrated cargo, repaired and reinspected or returned to home station. Units coordinate for mobile handling equipment capable of weighing cargo, weigh and mark containers (e.g., 20’ - 40’ containers, MILVAN, ISU 60/90), and record the information on unit OEL.

a. Railhead operations support the reception, staging and loading or unloading of equipment onto rail cars for deployment or redeployment. Operations includes reception and safety briefings, mock load training, and rail loading or unloading. BSB and tenant units will periodically conduct rail training in the reception, marshaling, staging and rail loading and unloading processes. BSB and unit safety personnel oversee rail loading. The BSB provides the Rail Site Commander and using units provide load OIC/NCOIC, HAZ 12 qualified personnel, load teams and medical support.

b. Barge marshaling support is provided at Spinelli Barracks, Mannheim, GE. Units from outside the Mannheim area road march to the barge marshaling site, are given a cursory deployment readiness check and staged. MTMCT teams call units forward to the barge loading area in Lampertheim, or the Rheinau ports. BMCT will coordinate bus transport to home stations following equipment delivery and release of drivers from the port.

c. Deploying units convoying from ISA to SPOE are processed through the 5 ISA stations, staged for movement and released to road march on the departure time specified in road clearance approval. Convoy commanders receive convoy packets from LNO, 21<sup>st</sup> TSC reflecting route of march, halt areas, safety information, hazard areas and similar information.

d. BSB(s) provide life support at ISA, barge marshaling, convoy and rail load sites: warming tents, warming/cooling beverages, and snacks; limited billeting and mess support; latrine/porta-potty facilities, washing facilities; trash collection; communications (DSN/STU III) and cell phones for redundant communications capability; washer/dryer facilities when billeting is provided. AAFES/MWR, banking and other functions will be available from fixed or mobile locations near rail sites or within the 26th ASG AOR. Limited Class II (minor replacement OCIE) will be provided through local CIF facilities or local AAFES retail stores.

e. Deploying units submit blocking and bracing requests, including container stuffing, through parent command directly to 21<sup>st</sup> TSC, with instructions for delivery location. Units prepare vehicles and equipment for shipment, including container weighing, at home stations. Marking and labeling are completed IAW Marking and Labeling SOP, 13 Jan 03. TC-AIMS suites will be available at BSB/ISA sites, operated by qualified personnel from deploying units. Unit Movement Coordinators (UMC) bring a copy of unit OEL and populated TC-AIMS diskette to the ISA or barge-marshaling site.

f. Redeploying units coordinate with supporting BSB when forces return by rail. Units conduct unloading, participate in sorting, cleaning and palletizing BBPCT for return to 21TSC stocks, clean and clear rail sites before return to home stations.

APPENDIX 1 TO ANNEX C (OPERATIONS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP  
ISA SOP

BSB Commanders will maintain an SOP for each ISA site.

a. The 26<sup>th</sup> ASG S3 provides a sample ISA SOP to each BSB in the standard USAREUR format.

b. BSB Commanders finalize the ASG sample, reflecting the community in which the ISA resides, e.g., Babenhausen, Darmstadt, Mannheim (Spinelli or Coleman Barracks), Kaiserslautern.

c. BSB Commanders may change the ASG sample, to add, modify information into their final ISA SOP but must retain the format provided.

d. BSB/ISA SOP will be signed by the BSB Commander, and expire yearly from date of publication. This ensures a continuous review of the deployment processes and that updates reflect the deployment vision and operational guidance of HQ USAREUR, and HQ IMA-E.

e. BSB/ISA Commanders will retain their ISA SOP electronically, and provide it to community and transient customer units.

APPENDIX 2 TO ANNEX C (OPERATIONS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP  
Communications

1. ASG/BSB sites use the following type communications devices:
  - a. DSN and commercial telephones, and facsimile machine.
  - b. Cell telephones and handheld radios.
  - c. E-mail and courier will be utilized as alternate means of communication.
  - d. STU/STE.
  - e. SIPERNET.
  - f. GCCS-A (ASG and BSB HQ).
2. Classified document use will be held to minimum at movement sites. If used, a safe will be maintained for their storage. Appropriate security requirements will be observed.
3. BSB, movement site personnel, deploying or redeploying unit members will not discuss classified information, movement data, etc., via telephone, except by secure means. SOI will not be used. Special care must be exercised to ensure that movement information is passed only on a need to know basis.
4. Communications rehearsals will be conducted between deployment sites, ASG and BSB, and IMA-E using all the types of communications modes available. Site OIC will prepare a telephone list of commonly called numbers, personnel, and organizations. Include MCT/BMCT on lists. The list will be labeled FOR OFFICIAL USE ONLY and distributed to required users.

APPENDIX 3 TO ANNEX C (OPERATIONS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP  
Medical Support

1. Medical support at the ISA, barge marshaling, railhead/installation sites, will consist of the following:

a. Qualified medical personnel or soldiers qualified as combat life savers, with a medical kit/bag, and vehicle capable of carrying litters will be located at deployment sites.

b. Site support by the installation Troop Clinic. The Site OIC will require the on-site medic or combat lifesaver to have a handheld radio or cell telephone. The telephone numbers of the Troop Clinic and other area medical facilities will be in telephone lists and posted throughout the area. Include listings for civilian treatment facilities, and frequencies for DUSTOFF/MEDEVAC evacuation capabilities.

c. Site medical personnel will have the following items of equipment on hand:

(1) Vehicle, appropriately marked (RED CROSS), and configured to carry a medical litter.

(2) Water, other necessities required to support casualty or injury medical requirements.

2. Medical support is a life support function. Soldiers working at the site and personnel in deploying and redeploying units will be provided sick call coverage. Briefings and handouts will cover available medical support, hours of operation, telephone numbers, and strip maps to respective facilities.

APPENDIX 4 TO ANNEX C (OPERATIONS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP  
Maintenance and Recovery Support

1. Deployment sites do not have organic maintenance capability. ASG/BSB have no maintenance capability except for local contract repair of non-tactical vehicles. ISA have a maintenance station ordinarily managed by a qualified mechanic from the deploying unit, limited to cursory review of battery tie-down, loose nuts and bolts, tire inflation, etc. Deploying units can elect to provide a partial or complete maintenance team and equipment to the ISA site to accomplish 'quick-fix' repairs.

a. Vehicles/equipment will be inspected before departing home station, and again at the ISA.

b. Minor repair support will be rendered by operators, to the extent of their mechanical expertise, a unit-led maintenance contact team, and availability of Class III/IX (antifreeze, coolants, PLL, etc).

c. Vehicles/equipment beyond immediate repair capability will be moved to an installation holding area as frustrated cargo. Units may substitute vehicles/equipment if they pass inspection, and approved by the MCT/BMCT. Evacuation of inoperable vehicles and equipment to home station is a unit responsibility.

2. Recovery will be the responsibility of units using the ISA, railhead for loading and unloading operations, or preparing for convoy. USAREUR, 21<sup>st</sup> TSC may opt to provide recovery capability from organic units or through contract.

3. Frustrated cargo. Vehicles or equipment left at the rail site because they are inoperable, cannot be repaired, were forgotten or abandoned, must be picked up by the rear detachment of the assigned unit. The BSB DOL will turn in these types of items to the local property disposal if not picked up within 72 hours of notification to the parent unit.

APPENDIX 5 TO ANNEX C (OPERATIONS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP  
Blocking, Bracing, Packing, Crating, Tie down (BBPCT) Materials

1. Class IV, BBPCT materials:

a. Will be requested by deploying units for each type of vehicle before moving to the rail load site. Requests are processed through the unit chain to the 21TSC for fill. BBPCT items are delivered to rail sites by 21TSC, or to a location designated by the unit in order request. Late requests may require that units send vehicles to Kaiserslautern Industrial Center, KIC, for BBPCT pickup.

b. **Minimal** BBPCT (BBT) will be available in varying quantities at the Railhead Site. 21TSC policy, as USAREUR executor for deployment operations, requires that BSBs with rail nodes maintain a small quantity of BBT. Using units should coordinate with BSB personnel to determine BBT availability. Units will requisition shortages and follow up with rail site personnel to ensure delivery.

2. Rail loading. Vehicle and equipment tie-down is the responsibility of the deploying unit. BSB site OIC/NCOIC will conduct training in loading and tie-down requirements.

a. General instructions on vehicle and equipment tie-down is at enclosure 1.

b. USAREUR Regulation 55-48, Blocking and Bracing for Motor Transport, 7 April 1994, provides guidance for loading, unloading and securing U.S. military wheeled and tracked vehicles on European railcars.

3. Unloading is the responsibility of the returning unit under the supervision of the unit rail site OIC/NCOIC ICW with BSB.

a. BBPCT will be recovered from the rail site.

b. Using units will sort, clean and palletize reusable BBPCT before departing the rail site.

4. Minimum BBT material specification types.

a. Wire rope (for wheel and track).

b. Clamps.

c. Shackles.

d. Turnbuckles.

e. Reusable polyester straps.

- f. Metal chock blocks (steel spiked).
  - g. Lateral securing device (steel spiked).
  - h. Wooden chock block type I with nailing shoulder.
  - i. Wooden chock block type II without nailing shoulder.
  - j. Chains, VSK.
  - k. Nails (60d).
  - l. Wooden 4 X 4.
5. Completion of work requests requires identity of specification types.
- a. Number of pieces required.
  - b. Dimensions in inches and mm/cm.
  - c. Diameter in inches and mm/cm.
  - d. Breaking strengths (if applicable).
  - e. National Stock Number (NSN) by type item name.
  - f. Remarks (cut to specific lengths, bevel, thickness, etc).
  - g. Standard Specifications for Chock Blocks.
  - h. Chock blocks form the basis for blocking and bracing wheeled and track equipment. The blocks are identified in the following categories for use:
    - i. Metal chock blocks (steel spiked).
    - j. Wooden chock block type I with nailing shoulder.
    - k. Wooden chock block type II without nailing shoulder.
    - l. Block specifications are based on what they will be used for and include length, width and height requirements.

1 Encl

ENCLOSURE 1 TO APPENDIX 5 TO ANNEX C (OPERATIONS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP  
Tie Down Techniques

1. Tie-down will be accomplished using the following procedures and guidance from the BMCT representative and Deutsche Bundesbahn Wagonmeister (Trainmaster). Additional guidance can be obtained from the Internet (39th Trans BN, 1st TMCA Transportation and Movement Handbook).
2. Guidance of the Trainmaster has precedence. All loading will be closely supervised. Safety is the paramount consideration.
  - a. Empty railcars will be inspected before loading. Remove all old nails, debris, planking, etc. Individuals should be cautioned to check railcars for grease, oil, hazardous material spills, before boarding.
  - b. All loaders, drivers, guides, will be given a safety briefing and load demonstration before attempting to load vehicles or equipment. Passengers and personnel not directly related to loading procedures will remain away from loading sites.
  - c. Inspect vehicles and equipment before loading, for appropriate tie-down devices. Vehicles will be loaded using front and rear ground guides. Ground guides will wear reflective vests and a hardhat (or kevlar) at all times. At night, all guides will be equipped with flashlights.
  - d. Vehicles will be chocked and lashed to the railcar. Applying the handbrake and placing manual transmissions in first gear and automatic transmissions in park will immobilize them.
  - e. Diesel vehicles will have transmissions in the neutral position.
  - f. Vehicle configurations will be reviewed before and after loading. Ensure there are no projections, sharp objects, and loose equipment on the railcar, vehicles or equipment.
  - g. Lifting gear, gun turrets, jibs, counterweights and any traversing or projecting fittings must be locked and secured in place to prevent vertical or lateral movement.
  - h. Weapons, loose equipment, ammunition, will **not** be stored in vehicle cabs, on or in equipment or containers.
  - i. Following loading, police the railcar for loose equipment, hammers, nails, etc.
  - j. Attach vehicle keys to the steering wheel with wire; attach equipment keys conspicuously so they may be seen. Annotate vehicle/equipment bumper numbers or other similar identification on each key.

APPENDIX 6 TO ANNEX C (OPERATIONS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP TO ANNEX C (OPERATIONS)  
Fuel Operations

1. Fueling and defueling will be accomplished at home station. Vehicles will be rail or barge loaded only if fuel level is 3/4 full or less.
2. All 26<sup>th</sup> ASG ISA/rail sites, or Barge Marshaling Site can provide MOGAS and JP8 fuels from fixed site pumps (Class III Points).
3. Defueling will not be accomplished at the railhead unless qualified personnel (MOS 77F) are on hand to conduct this operation. **Fuel will not be dumped.**
4. Fuel levels will be inspected at ISA Station 4 and vehicles directed to the fuel point if required. Full, five gallon fuel cans can be placed on vehicles or trailers if in an approved rack with tie-down. Empty fuel cans will be dry, the lids will be open and cans secured in secondary load spaces padded to avoid metal to metal contact. Bladders and other fuel containers will be purged, and documented.

APPENDIX 7 TO ANNEX C (OPERATIONS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP  
Safety

1. Safety at movement sites must be a constant priority. Briefings will begin and end with safety comments. Safety Management personnel will be present at ISA, barge marshaling and rail sites when operations are being conducted.
  
2. ISA and barge marshaling will not be conducted without qualified medical personnel on hand, with medical equipment, litter-capable vehicle and communications. Units moving through these sites will provide this support. Local installation medical support, community hospitals and host nation facilities are considered the second line of medical defense. Telephone contact numbers for these facilities will be readily available at movement sites. **Rail loading will not commence until a safety briefing has been conducted and medical personnel (or combat lifesavers), litter capable vehicle and a qualified safety specialist are on site. A qualified safety specialist is usually the BSB safety professional, or an individual from the BSB or using unit who has successfully completed the USAREUR or Army Safety Orientation Course (SOC 40 course). Commanders can certify SOC-40 qualification if they know the individual attended the course but doesn't have a copy of the certificate on hand to verify training.**
  
3. Rail loading: CG, USAREUR mandate for rail operations “I cannot make it any clearer—from the time a train is loaded and departed its home station until it has reached its final destination and is unloading—**soldiers are FORBIDDEN FROM CLIMBING ONTO RAILCARS OR THE ONBOARD VEHICLES TO CHECK FOR ANYTHING—SECURITY SEALS OR OTHERWISE**” (BELL SENDS #1, 31 Jan 03).
  - a. Personnel conducting load operations will receive instruction on load procedures.
  - b. Loaders will wear leather gloves, reflective vests and hardhat (or Kevlar).
  - c. Flashlights will not be used except as directed by the Railhead OIC.
  - d. Guide personnel will wear reflective vests and hardhat (or Kevlar).
  - e. Smoking is not permitted at the rail-loading site. Smoking will be permitted in areas designated by the Railhead OIC.
  - f. Loader personnel will wear appropriate BDU, boots, and inclement weather equipment.
  - g. Railcars will be cleared of nails, equipment, etc., before commencing loading procedures. Soldiers will be instructed not to touch or move dead animals of any kind. The safety official on the rail site will call pest control for assistance. The rail load area will be policed daily, and after all loading has been completed.
  - h. Personnel will not ride in or on vehicles or equipment while it is being transported by rail; climbing on equipment at rest stops/halts, is forbidden. **Throw nothing from the train.**
  - i. Wire, poles, switches, rail-operating equipment, will not be touched. Extreme care will be taken around electrified lines, most often carrying 15, 000 to 110, 000 volts of electricity.
  - j. Parking or sleeping around railcars or equipment is not authorized.

k. Ground guides will be used during all phases of loading, unloading and ground operations.

l. When ground guiding a vehicle onto or off a rail car, the guide will always maintain one railcar space between themselves and the vehicle. The guides will position themselves at the edge of the succeeding rail car, where it will stop. The guide will then repeat the procedure, maintaining one rail car safety distance.

m. When a joining ramp is used to enable a vehicle to drive between coupled cars, the guide must ensure that the ramp has stop blocks placed under both ends to prevent ramp slippage.

n. All antennas must be removed from vehicles before loading.

o. All hatches, doors, ramps, and tailgates will be securely fastened and/or locked.

p. All exterior rear view mirrors must be removed or folded so as to be flush with the vehicle.

q. Personnel will **not** stand on top of tracked vehicles while loading them onto railcars.

r. Personnel will not jump off rail cars. They will use loading ramps. **DO NOT JUMP, OR WALK ONTO OR NEAR THIRD RAILS. THEY ARE ELECTRIFIED AND CAN CAUSE DEATH ON CONTACT.**

s. All railcar tailgates/side ramps will be lowered with extreme caution.

t. Medical personnel, with ambulance/vehicle and equipment, will be present on all rail sites before load operations begin.

#### 4. Convoy Commanders.

a. Will provide road safety briefings to drivers/occupants before movement to railhead sites.

b. Will receive a safety briefing, for dissemination to their drivers/occupants, on railhead site safety issues.

c. Will enforce speed limits on installations and rail load areas.

5. Accident/injury prevention will be enforced. Safety will be an assessment element before conducting any movement, loading, debarking. The following safety issues will be discussed with soldiers riding as 'supercargo':

a. The Train Commander and Railcar Commander have total authority during the conduct of rail movement.

b. Personnel will not extend arms, throw items from windows, run or conduct horseplay while riding trains to their destination.

c. Alcohol will not be consumed during any phase of the rail load operation, including road marches, rail travel, and periods retained at the railhead installations pending loading or movement.

APPENDIX 8 TO ANNEX C (OPERATIONS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP  
Force Protection, Security

1. The security of unit vehicles, equipment and personnel is the responsibility of each individual and unit.
2. Vehicles, equipment, weapons, etc., will not be left unattended.
3. Force protection at installations where ISA, barge marshaling site, railheads are located is the responsibility of the ASG/BSB. When force protection conditions (FPCON) changes occur, deploying and redeploying units may be tasked by the ISA, Barge Marshaling Area or Railhead OIC to support increased physical security requirements of their own equipment and the deployment/redeployment nodes in use. This will normally consist of unit and individual personal equipment, vehicles, area access control and perimeter roving patrols.
4. Additional installation force protection requirements will be established IAW the BSB Force Protection Plan.
5. All units will provide security for their own weapons systems, small arms and sensitive equipment (night vision goggles, etc.) and personal items, e.g., baggage, etc.

APPENDIX 9 TO ANNEX C (OPERATIONS)  
TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Convoy Support Center Operations

1. Convoy Support Center (CSC) operations are conducted by 37<sup>th</sup> TRANS GP, 21<sup>st</sup> TSC. ASG/BSB assist by providing ground area in which to conduct these missions, make the Class III Point available for use (21<sup>st</sup> TSC or units provide their own fuel keys), and the BSB provides some life support to cadre operating the CSC elements. The 21<sup>st</sup> TSC mission purpose is to support movement of units along the main supply route (MSR), to move units into and out of the USAREUR Deployment Processing Center (DPC) Kaiserslautern, and to support general movement of convoys within the Central Region (CR).

2. CSC(s) will consist of three separate levels of capabilities:

a. Level I. Very limited services.

- (1) Emergency refuel
- (2) Small repairs (20 minutes or less)
- (3) Bathroom/latrine facilities
- (4) Water/warm beverages
- (5) Traffic control by U.S. Military Police or host nation police forces
- (6) Security, generally provided by convoy personnel for their individual equipment, vehicles and weapons and by Military Police (or host nation) for CSC support areas

b. Level II. Provides limited support with capability for emergency overnight accommodations (remain over night – RON):

- (1) Refuel
- (2) Maintenance
- (3) Recovery
- (4) Unit basic load (UBL) replenishment
- (5) Parking
- (6) Showers, if possible
- (7) Bathroom/latrine facilities
- (8) Traffic control by U.S. Military Police or host nation police forces
- (9) Security, generally provided by convoy personnel for their individual equipment, vehicles and weapons and by Military Police (or host nation) for CSC support areas

c. Level III. Full life support to RON or multiple stop days.

- (1) Refuel
- (2) Maintenance
- (3) Recovery
- (4) Rations (fed either by T-rations, military food service personnel using MKT equipment or contract feeding at designated areas)
- (5) Unit basic load (UBL) replenishment
- (6) Parking
- (7) Showers
- (8) Bathrooms/latrine facilities
- (9) Traffic control by U.S. Military Police or host nation police forces
- (10) Security, generally provided by convoy personnel for their individual equipment, vehicles and weapons and by Military Police (or host nation) for CSC support areas

APPENDIX 10 TO ANNEX C (OPERATIONS)  
TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Certification and Validation of Deployment and Redeployment Nodes

Site Certifications and Validations

1. Background.

a. Commanders ensure that personnel, equipment and facilities are prepared to support the force. This requires certification or validation of movement sites. The ASG Commander will determine and direct whether he and his S3 will personally conduct these reviews or require them to be completed by their respective BSB Commanders, and their S3.

b. Terms.

(1) **Certification:** ASG or BSB Commander's initial review of a deployment or redeployment site (site and node are interchangeable words). Following review, the node/site is certified by command for mission operations.

(2) **Validation:** Follow-on review of sites/nodes previously used, to ensure that operating procedures/SOPs/policies remain in effect, safety assessments have been updated, personnel are trained for deployment/redeployment operations, and required equipment is on hand. The ASG or BSB S3 executes validation.

2. Certification/Validation procedures.

a. Certification will be accomplished by the ASG or BSB Commander, accompanied by the ASG or BSB S3, and plans/operations staff personnel. During certifications, nodes/sites will 'stand-up', and demonstrate operational capability, e.g., ISA SOP, orientation and safety briefings, sample safety risk assessment, signage, warming/cooling tents, all equipment, etc.

b. The ASG S3, BSB S3(s), and plans/operations staff personnel will execute validations. Validation (or revalidation) will be accomplished at any site/node that has not been in use within 30 days of anticipated deployment or redeployment requirement. Validations (and revalidation) will not require nodes/sites to 'stand-up'. Briefing, talk-through, walk-through and review of updated safety risk assessments and node/site ISA SOP will suffice.

c. Certification/validation will review items shown in the enclosed checklist.

ENCLOSURE 1 APPENDIX 10 TO ANNEX C (OPERATIONS)  
TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Certification and Validation of Deployment and Redeployment Nodes

Certification and Validation Requirements

a. Node/Site briefing. Executed by the BSB Commander or S3. This briefing will provide an overview of operations; show sketches and drawings of site areas (load and unload sites, logistical support areas, roads, barriers, boundaries), personnel and equipment requirements, and shortfalls. Capability will be demonstrated using RED, AMBER, and GREEN for each area.

b. Safety briefing. Presented on site for certifications, and during the node/site briefing for validations. A qualified safety specialist will present this briefing (can be officer, NCO, civilian trained in safety requirements). The latest site risk assessment/risk analysis will be provided, together with a list of risk countermeasures. Risk assessments and countermeasures will include considerations of current weather and equipment, and level of troop rest.

c. Life support. Provide details on the number of personnel scheduled to use facilities, type facilities available, e.g., hard stand or tent areas, warming and cooling beverages, long-term food service requirements, weapons storage and accountability, communications within LSA, in and around transportation, toilet facilities.

d. Equipment, tools and supplies. Describe requirements, use, availability and shortfall. Examples are road guard vests, flashlights, chem. lights, hard hats, tents, stoves/heaters, fuel (specify type and how used within required safety constraints), vehicles and costs, MHE, road barrier materials, BBPCT.

e. Medical support. Examined closely. Provide type medical support used, e.g., 91B series medical personnel, or combat lifesaver, medical equipment, e.g., combat lifesaver bags, litter-capable vehicle, and qualified drivers. Include in this area: communications support for medical emergencies, location, telephone numbers, strip maps to nearest medical facilities, air-evacuation procedures, call signs.

f. C3/ Communications. Include a briefing on type of equipment used, redundant capability, operator qualifications and training, shortfalls. Briefings will include BSB knowledge of required ISA and site reports, when and how submitted, by whom.

g. Node/site walk-through will be conducted, and include the ASG or BSB Safety Officer.

h. ISA SOP review. A copy of the BSB ISA SOP will be reviewed.

## ANNEX D TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP

### Logistics

1. General. 26th ASG S4/DOL will advise and assist the BSB DOL(s) in providing the necessary material and services supporting ISA and deployment operations.
2. This Annex provides an internal reference guide for the processing of logistical requirements within the S4/Directorate of Logistics (DOL), 26th Area Support Group (ASG), and when working with Headquarters, USAREUR, ODCSLOG, and the 21TSC. It applies to all personnel associated with Base Operations within the 26th ASG Area of Responsibility (AOR).
3. Material and Services
  - a. Self Service Supply Center (SSSC) will immediately provide priority support to deploying units over non-deploying units, until deployment requirements are satisfied, and notify 200th TAMMC customer service of the deployment status and to expect an influx of high priority requisitions. Additionally, SSSC will request supply requirement estimates from the deploying unit(s) S4/DOL; requisition differences between unit estimates and on-hand assets; initiate local procurement action on shortages not expected to be available through normal supply channels; make bulk issues to deploying units. Coordinate unit pick up with deploying unit(s) S4/DOL; on redeployment, turn-ins will only be considered by SSSC by appointment only. SSSC will determine what can be turned in.
  - b. Central Issue Facility (CIF) will immediately suspend issues to non-deploying soldiers; issue due-outs and provides DX service to soldiers; request shortages from theater stocks; bulk hand receipt/issue to deploying units; provide bulk body armor for unit pick up. On redeployment, CIF will publish a list of organizational clothing and individual equipment (OCIE) items that will be turned in IAW guidance from USAREUR G4, establish a turn-in schedule with supported units and provide reports to the 26th ASG S4/DOL on quantities of unit turn-in and status of repair or replacement OCIE. Operational hours will be extended to meet requirements, including up to 24-hour operations.
  - c. Class III (POL). Provide coordination and assistance (essential BASOPS) in the area of class III operations. Additionally: determine and inform BSBs of any additional requirements for support; ensure each BSB conducts proper accountability, quality surveillance's, management and control of POL; manage and monitor TRAK computerized fuel system, TMP monthly receipts and issue of retail class III; issue fuel coupons, as required; extend operational hours of fuel points to meet needs, including up to 24-hour operations.

d. Class I TISA (Hanau and Baumholder) request issue and turn-in requirements from deploying units; requisition shortages and special requirements in support of deployment (i.e. bottled water). On redeployment, units will check with their servicing TISA for instructions on turn-in procedures.

e. Property Book Office (PBO) will clear installation property hand receipts with deploying units. Reissue upon return to home station. Issue deployable installation property to the deploying units. Clear hand receipts upon units returning to home station. Ensure no leased copy machines or other leased equipment are deployed, and assist deploying units in obtaining field copiers, and turning in, as required.

f. Transportation.

(1) Personal Property. The storage and/or shipment of household goods and unaccompanied baggage will be coordinated through the Personal Property Processing Office (PPPO) and the Personal Property Shipping Office (CPPSO). Inbound shipments for soldiers who have deployed either will be released to the soldiers' family members authorized to receive such shipments or other authorized agent designated by the soldier, or will be placed in storage in accordance with applicable regulations. Personal property, to include Privately Owned Vehicles (POV), which has already been received by the deploying soldier, will be secured by the soldiers unit, the rear detachment, or according to CG, USAREUR policy, prior to deployment. (SEE APPENDIX 5, STORAGE OF PERSONAL PROPERTY)

(2) Personnel property in barracks. Deploying units will identify their requirements for materiel's necessary to pack deploying soldier's personnel property located in barracks to the Supply Support Activity (SSA).

(3) Ensure BSB DOL has a plan to obtain heavy wrecker and crane assets for on call emergency break down service.

(4) Provide guidance/assistance to BSBs on the storage of Privately Owned Vehicles (POV).

(5) Provide Non-Tactical Vehicle (NTV) support based on tasking requirements and guidance on obtaining leased vehicles.

g. Maintenance. Provide assistance in coordinating NTV backup recovery support to BSBs.

h. Food Service. Food Service Advisor (FSA) will provide guidance and clarify food service policies and responsibilities. Dining facilities will adjust operating hours to accommodate requirements, as necessary. Operational changes will be coordinated with dining facilities, as necessary. FSA advise units on where to subsist in case of dining facility closures, assist, as necessary, in contracting or overhires for dining facilities.

APPENDIX 1 TO ANNEX D (LOGISTICS) TO 26<sup>TH</sup> ASG  
DEPLOYMENT/REDEPLOYMENT SOP

Storage of Personal Property and POVs

1. The ASG S4/DOL will publish guidance for personal property and POV storage, as it is received from HQ IMA and HQ USAREUR. These procedures can be modified to meet the operational requirements of the Base Support Battalions (BSB) in the 26<sup>th</sup> ASG.
2. BSB DOL will maintain continuous emphasis on the following items:
  - a. Ensure sufficient quantities of required forms (DD Form 1797, DD Form 1229, DD Form 788, etc) are available to support deployment. Commanders must provide up-to-date rosters of single/unaccompanied soldiers identified for deployment that reside in billets.
  - b. Periodically identify and train additional personnel who can: assist counselors in processing soldiers' request for storage; determine weight entitlement of each soldier who will require HHG storage; establish local procedures in advance for the counseling and processing of a large number of soldiers in a short period of time; plan and conduct Pre-Deployment Processing (PDP) to prepare all documentation on each single or unaccompanied soldier in advance of deployment order.
  - a. During movements, implement priority of packing and crating based on unit Deployment priority list. Remember "He who deploys first will be packed out first. The goal is to enable each deploying soldier to monitor his/her own HHG pack-out."

ANNEX F TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Public Affairs

1. This Annex provides procedures for public affairs operations in support of deployment And redeployment operations. It applies to all Public Affairs personnel assigned to the 26<sup>th</sup> Area Support Group and its subordinate Base Support Battalions (BSBs).

2. In addition to performing the normal BASOPS functions public affairs personnel will use the Command Information, Public Information and Community Relations/Liaison Programs to support operations.

a. Command Information:

(1) Herald Post Newspaper will reserve a special section in each issue for deployment and redeployment related news and information.

(2) Herald Post articles and photos relating to movement operations will be personally screened by the ASG PAO and when appropriate, by the ASG S2/3 for OPSEC purposes.

(3) The Herald Post newspaper will continue to provide accurate and current information to its readers and strive to combat rumors.

(4) When appropriate, Herald Post newspapers will be shipped to the deployed forces.

(5) Personnel working at deployment and redeployment sites (ISA, railheads, barge sites, other movement control areas) will be provided "Tips for Meeting the Media" cards.

(6) Herald Post and AFN radio announcements will publicize services provided at community Family Assistance Centers.

(7) All activities in the Area of Operations (AOR) that might draw media interest will be reported to the 26<sup>th</sup> ASG Public Affairs Office.

b. Public Information:

(1) Copies of press releases, responses to queries will be kept on file and forwarded to the 26<sup>th</sup> ASG Public Affairs Office.

(2) Press escort operations will be conducted in accordance with established procedures and with due consideration for OPSEC.

(3) Press escort operations will be conducted in a manner that will minimize interference with movement operations. Press escorts will inform person in charge of ISA, railheads, barge sites, etc., that media are or will be present. Escorts will assist media in the coordination of interviews and inform media of special conditions, parameters, and ground rules. They should offer advice to soldiers and families before and during interviews.

(4) Press escorts will check identification of all media representatives prior to escorts or interviews. Requests for pictures and interviews with casualties will not be approved unless specifically authorized by casualties and only if in accordance with applicable guidance, policy and directives regarding such activities.

c. Community Relations:

(1) Public support and understanding for soldiers, families remaining behind and for possible irritants during preparation and actual employment is to be promoted.

(2) Records will be kept of any offer to help and provide moral support to soldiers and families, reflecting the type of help offered and point of contact.

(3) When appropriate, assistance offers will be relayed to the Family Assistance Center (FAC).

(4) Appreciation for offers to help will be expressed in writing or in another appropriate fashion.

## ANNEX J TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP

### Engineer Support

1. This annex applies to ASG and BSB Directors, Public Works (DPW) within 26<sup>th</sup> ASG AOR. It governs the use of any Real Property or Real Property Maintenance Activity (RPA) resources used to support deployment or redeployment operations. The procedures in this SOP and applicable references will be used as a guide.

2. Mission. DPW support the deployment and redeployment activities, maintain railheads when located on installations within the ASG/BSB AOR(s), close out tenant unit facilities and excess housing, provide housing for transient and backfill units or personnel.

3. General.

a. Life support. BSB DPW provide life support to movement sites such as housing, water, electricity, and sanitary services and refuse services (including snow and ice removal during periods of inclement weather).

b. Individual BSBs identify all internal assets available for housing backfill units and, or individual transient personnel. This includes vacant unaccompanied personnel housing (UPH) and community facilities such as gymnasiums, recreation centers and similar areas. DPW support temporary facilities (housing, messing and warming) for movement sites as required. Support includes flooring, drainage and lighting.

c. DPW support movement sites from commercial potable water sources. Wherever water tanks (buffalos) must be used, DPW will provide drainage and elevated pathways for access.

d. Commercial power will be used at all movement sites. Temporary power for lighting and operations can be provided. In the event commercial power is unavailable or inadequate, DPW contract for temporary power.

e. Sanitary requirements should be met through existing facilities where possible. Toilet wagons may connect to sewer and water supplies or portable facilities put in place. DPW can use existing portable facility contracts or established “no guaranteed minimum” IDT contracts to fulfill these needs.

f. DPW provide refuse support for movement sites based upon mission requirements. DPW determine the need for refuse support by site. Host nation recycling policies must be taken into consideration. Movement operations provide no exemption from SORT requirements. DPW must identify the number and type of required refuse containers, the placement plan and pickup schedule. Refuse plans will include provisions for disposal of hazardous material or hazardous waste.

4. Load capacity (load weight capacity) of railheads. ASG and BSB DPW will review railheads in their respective areas of responsibility. ICW BSB S3s, individual BSB DPW will maintain load capacity information (load weight capacity) of each supported rail site. Documents will reflect the following for each railhead:

- a. Load weight capacity of load ramps. Conduct stress tests if applicable.
- b. Staging/marshaling areas: parking capacity, types and quantities of vehicles that can be accommodated.
- c. Expansion capability of staging or marshaling parking area.
- d. Day and night use capability; type of lighting on site – capacity to use for night operations.
- e. Numbers of load ramps and numbers of tracks leading to each ramp.
- f. Rail car spotting capacity (number of cars).
- g. Road network leading to installation and installation road conditions leading to railhead (installation interior).

ANNEX K TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Communications

1. Deployment Support Operations Communications guidance is provided below, and applies to all U.S. units assigned or attached to the 26th ASG.

2. General.

a. Secure and non-secure communications will be used.

b. Communications will consist of the following:

- (1) Non-secure telephone (DSN, commercial and commercial mobile SEE NOTE)
- (2) Secure telephone, STU-III
- (3) Non-secure and secure facsimile (FAX)
- (4) Secure SIPR at ASG and BSB HQ
- (5) Non-secure, hand-held Motorola radios used at deployment sites
- (6) Army Global Command and Control System (A/GCCS)

\* NOTE: government authorized or personal mobile telephones can be used. Users will be reminded that such equipment cannot be used for classified conversations

c. 26th ASG will use communications security materials (COMSEC) in support of SIPR and GCCS-A operations. S3, 26th ASG serves only as a hand-receipt holder for accountable COMSEC items.

(1) S3, 26th ASG designates primary and alternate COMSEC custodians.

(2) COMSEC material will be kept under continuous control. Only properly designated and cleared personnel possessing a "NEED TO KNOW" will have access to COMSEC materials, and equipment keyed by this material.

(3) Where required, TS materials will be received, log/accounted for and maintained under two-person control. Lone access will not be permitted.

(4) COMSEC materials will be inventoried shift-to-shift daily, or when the security container is opened. DA Form 2653-R will be used to records the results of the inventory of paper materials and equipment.

d. As a minimum unless further directed, operational reports sent via SIPR and GCCS-A will include IMA-E, USAREUR G3, G4, 21TSC and 1st TMCA, TRANS MT CTRL CTR. GCCS-A operators will devise addressee indicator group to speed dispatch of reports and message traffic.

e. Deployment and redeployment sites to include Community Central Meeting Points (CCMP) and staff activities will maintain logs of communications traffic and provide the level of security required by the various documents.

APPENDIX 1 TO ANNEX K TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Communications Support Capabilities

1. DOIM support. Elements of 102d Signal Battalion and 43d Signal Battalion install, operate, and maintain strategic and sustaining base Information Management Systems and provide Command and Control Communications for units deploying and redeploying from/to the 26th ASG Area of Responsibility, e.g., SIPR and GCCS-A.

(a) Defense Switch Network (DSN) Telephone DSN lines are operated over US-owned or TELEKOM-leased cable. It is important that requirements be identified as early as possible. Once requirements are validated, ASG/BSB operations will submit a Local Service Request (LSR) to the area Signal Battalion. Annotate "Contingency Circuit USAREUR Regulation 525-1" on the LSR. Signal Battalions will provide DSN telephone instruments. The using unit will provide all other terminal equipment (STE, modem, PC).

(b) 26th ASG Operation Center: There are currently sufficient DSN lines in building 110 to support the Operation Center and the Patton switch is complete, with additional lines available if required.

(c) BSB Emergency Operation Centers. Use existing DSN lines in the BSB Headquarters for the Operation Centers. If additional lines are required for the Operation Centers, BSB Operations will submit a local service request (LSR) to the local Community/Regional Service Center. Annotate "Contingency Circuit USAREUR Regulation 525-1" on the LSR.

(d) Darmstadt (Nathan Hale) ISA and rail site have sufficient DSN capability in buildings adjacent to railhead. Spinelli and Coleman Barracks ISA, Barge Marshaling Site and Railhead install DSN into contracted tent facilities adjacent the rail head area.

(e) Rheinau Barge Facility. US Military operations managed by Rhine River Detachment, 838<sup>th</sup> Trans, DSN 380-4473. There are available DSN lines to their facilities.

(f) Kaiserslautern Industrial Center Railhead. Sufficient DSN lines to support the railhead. There is 25 pair terminated at building 2281, near the railhead.

(g) Rhine Ordnance Barracks, Kaiserslautern. Sufficient DSN lines to support the railhead. Added lines are obtained using an LSR through 43d Signal Battalion to the Air Force.

(h) Weilerbach Railhead (Rhine Ordnance Barracks). There are no cable pairs directly available at the railhead (bldg. 709). However, bldg. 690, which is approximately 100-150 meters away from the railhead, has 12 pairs free. Government cable is not available. If additional lines are required at this site, they must be leased from TELEKOM.

(i) Miesau railhead. Miesau has 25 cable pairs available at the railhead.

(j) Facsimile. Not required at ISA or rail sites. Sufficient machines are available in ASG and BSB EOC.

(k) Secure Telephone. Not required at ISA or rail sites. Sufficient machines are available in ASG and BSB EOC.

(l) E-Mail/Data. Services available by submission of request to BSB IMO.

(m) 26th ASG Operation Center. A Local Area Network is installed and operational in building 106 (S4/DOL building) Patton Barracks. From Patton Barracks, a router connects the LAN to Campbell Barracks and the Internet. The ASG Headquarters has sufficient computers to support the Operation Center.

(n) BSB Emergency Operation Centers. The BSB Operation Centers connect to the local Terminal Server using dial-up modems. The using unit will provide modems. Coordinate with the Community/Regional Service Center for DSN numbers to the Terminal Server and Terminal Server Access Accounts.

2. SIPR will be the primary means for receiving, monitoring and reporting force tracking information. Use of Army/Global Command and Communications System is limited or doubtful. The 26th ASG S2 maintains a A/GCCS system connected to the USAREUR A/GCCS architecture.

ANNEX L TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Operations Security

1. Operations security protects U.S. information from collection by foreign intelligence services and terrorists. This annex covers the basics of OPSEC pertaining to deployment operations and provide background information to train staffs on OPSEC.
2. All personnel have the responsibility for protecting U.S. information and the OPSEC program.
  - a. Commander. The commander has overall responsibility for OPSEC.
  - b. Operations Officer/S3. The S3 is the staff proponent for OPSEC.
  - c. OPSEC Officer.
    - (1) Normally assigned as an additional duty.
    - (2) Coordinates unit OPSEC program.
    - (3) Conducts unit OPSEC training.
    - (4) Prepares OPSEC annex and plans.
    - (5) Works with staff planners to develop OPSEC measures.
  - d. Intelligence Officer/S2.
    - (1) Request counterintelligence OPSEC survey of redeployment site.
    - (2) Request physical security survey of redeployment site.
    - (3) Provide threat capabilities to OPSEC officer.
3. Procedure.
  - a. OPSEC objectives:
    - (1) Deny threat efforts to collect friendly information.
    - (2) Understand the methods used by foreign intelligence services and terrorists to collect information.
    - (3) Integrate all security and intelligence efforts into a cohesive-manageable program to protect information essential to movement operations.

b. The OPSEC program process:

(1) Identify critical information that adversaries could use to disrupt our redeployment operation.

(2) Analyze the ability of adversaries to collect, process, analyze, and utilize our information.

c. Planners and OPSEC officer review our plans for conducting the redeployment operation and identify activities that allow adversaries information that may disrupt the mission.

(1) Assess the risks associated with disclosure of our sensitive information.

(2) Develop and apply countermeasures to eliminate vulnerabilities.

(3) The program requires close coordination between the operations and intelligence officers and staff planners. Review of threat information, the counterintelligence site survey, physical security survey, and review of planned operations will identify exploitable sources of information. The effect on the operation of the adversary gaining this information must be assessed to determine the appropriate countermeasure(s) to be applied.

(4) Counterintelligence support of OPSEC:

(a) Site OPSEC surveys.

(b) Liaison with host nation.

(c) Local terrorist and foreign intelligence threat.

(d) Conduct counterintelligence investigations.

(5) Multidiscipline counterintelligence analysis (MDCI):

(a) Analyze terrorist and foreign intelligence collection capabilities and potential threat to redeployment operations.

(b) Recommend measures to reduce friendly vulnerabilities.

(c) Provide MDCI assessment.

3 APPENDICES:

1. OPSEC indicators
1. Sample OPSEC measures
2. OPSEC vulnerabilities

APPENDIX 1 TO ANNEX L TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
OPSEC Indicators

1. OPSEC indicators are detectable actions and open source information that our adversaries can collect and piece together to determine our operation and mission. This information can be used to disrupt, delay, or cause us to change the operation.

2. Types of indicators.

a. Profile indicators - Information or activity that show normal operations and procedures. It can also be used to identify the units conducting the operation.

b. Deviation indicators - Information that shows a change to normal operations or activities.

c. Tip-off indicators - Information that points to a specific type of operation or activity.

3. OPSEC Indicators:

a. Administration:

- TDY orders
- Transportation, housing arrangements
- Individual or unit schedules
- Changes to the administrative workload
- Changes to distribution plans
- Use of words that indicate activity (e.g. critical, priority, rush, sensitive, ASAP)
- Changes to personnel assignments
- Security classification guides
- Special or rush security clearance requests
- Canceling leaves/recalls of personnel
- Changes in restricted areas/access
- Requests for specific Language skills

b. Activities:

- Changes in FPCON
- Repositioning of assets
- Deviations in training or activities
- Increased activities in specific sites or by special units
- Conducting security briefings
- Movement of specialty equipment or units
- Assignment of liaison officers
- conducting rehearsals/exercises
- changes in physical security measures

c. Communications:

- Increased volume of message traffic
- Increased volume of telephone traffic
- Increased use of secure communications
- Changes to normal reporting procedures
- Imposition of COMSEC procedures
- Increased coordination among headquarters
- Increased requests for computer support
- Installation of phone lines/additional phone lines

d. Intelligence:

- Increased requests for area/country information
- Special requests for maps
- Priority requests for threat briefings
- Requests for special surveys/support

e. Supply and logistic support:

- Increased volume and priority requisitions
- Pre-positioning of supplies and equipment
- Requests for special equipment or ammunition
- Increased maintenance activities
- Transportation requests
- Requests for convoy clearance
- Requests for rail transportation

APPENDIX 2 TO ANNEX L TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Sample OPSEC Measures

1. OPSEC measures are developed and selected for use to enhance our operations and reduce enemy collection capabilities.
2. Specific OPSEC measures need to be developed to reduce the adversary collection threat. The following measures are provided as a guide for developing specific measures for redeployment operations:
  - a. Administrative:
    - (1) Avoid posting training schedules and plans pertaining to redeployment operations on unit bulletin boards.
    - (2) Control the issuance/distribution of TDY orders, personnel movements, and key personnel schedules.
    - (3) Do not throw sensitive information into the trash (bad copies of TDY orders, training schedules, VIP schedules, unit/personnel movements, SOPs, etc.).
    - (4) To the maximum extent possible, maintain the outward appearance of normalcy during periods of increased activity.
    - (5) Limit discussions of upcoming missions and operations to work areas.
    - (6) Discuss the release of information with the public affairs office.
    - (7) Control access to restricted areas and provide escorts.
    - (8) Develop guidance early for responding to media inquiries.
    - (9) Develop contract specifications with the contract advisory officer.
    - (10) Control the distribution of memorandums of agreement to only those who "need-to-know."
    - (11) Submit work orders/job requests early and as part of an overall upgrade or change to facilities if possible.
    - (12) Review requests for proposals/bids to determine potential indicators or "give-a-ways."
    - (13) Limit changes in work schedules (late nights, weekends).

b. Communications:

- (1) Make maximum use of secure communications.
- (2) Limit the release of information until the latest possible date or until activities are complete.
- (3) Limit "reading file" distribution to personnel with a "need-to-know."
- (4) Control distribution of all sensitive information pertaining to the operation.
- (5) Strictly comply with regulations, policies, and procedures on the use of computer systems and electronic mail.
- (6) Strictly comply with regulations, policies, and procedures on the use of FAX machines.

c. Logistics:

- (1) Transportation requests.
- (2) Try to maintain normal delivery/pick-up dates and times.
- (3) Vehicle rentals.
- (4) Shipment identification codes.
- (5) Do not label containers and leave in view of the general public.
- (6) Protect cargo routing information.
- (7) If possible, mask travel reservations with other activities.
- (8) Limit the use of commercial transportation.
- (9) Limit the use/requests for specialized vehicles.
- (10) Try to maintain normal material delivery activities as much as possible.

APPENDIX 3 TO ANNEX L TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
OPSEC Vulnerabilities

1. OPSEC vulnerabilities are those actions that if not protected, give the enemy the information necessary to identify our operation/mission.
2. An OPSEC vulnerability exists when the adversary has the capability to collect the indicator; the time to analyze and report the collected information/indicator; or react in time to affect or otherwise disrupt the operation.
3. Examples of vulnerabilities:
  - a. Failure to limit sensitive information to those with the "need-to-know."
  - b. Inadvertent disclosure of sensitive information.
  - c. Failure to follow established security procedures.
  - d. Unescorted visitors gain access to classified or sensitive information.
  - e. Improper handling of sensitive or classified documents.
  - f. Publication and distribution of information without an OPSEC review.
  - g. Failure to properly declassify computers or automated information storage devices prior to allowing non-cleared personnel to perform maintenance.
  - h. Allowing non-cleared personnel to work on computer systems unsupervised.
  - i. Assignment of non-cleared personnel to duties that provide access to sensitive information.
  - j. Inadvertent release of sensitive information to the media.
  - k. Improper disposal of classified or sensitive information.
  - l. No OPSEC procedures established.
  - m. Careless enforcement/adherence of established OPSEC measures.
  - n. Lack of awareness of OPSEC or established OPSEC measures.

- o. Failure to periodically review security and OPSEC procedures and requirements to ensure adequacy and effectiveness.
- p. Failure to maintain or enforce access controls.
- q. Failure to brief personnel on established OPSEC procedures and measures.

ANNEX M TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Host Nation Relations - STATEMENTS OF REQUIREMENTS (SOR)

1. General.

a. A Statement of Requirements (SOR) defines host nation requirement. SOR must contain what host nation support is desired; how much; where needed; duration; when required.

b. Examples of host nation support that may be rendered:

- (1) Establish/operate convoy support centers, emergency services, communications.
- (2) Provide line haul operations within and external to Germany.
- (3) Provide material handling support at nodes.
- (4) Provide recovery vehicles and medical support at rail, barge, and staging areas.
- (5) Expedite road clearance requests.
- (6) Construction materials; food items; packaged petroleum; bottled water.
- (7) Support communities with medical, dental and chaplain personnel.
- (8) Assist in Force Protection.

2. Submission of requests:

a. Submitted to: Commander, 26th Area Support Group, ATTN: AEUSG-PO-OPS in a staff action memorandum signed at BSB Commander level. ASG point of contact is the S2/3.

b. Additional documents required supporting requests. Statement of justification, statement of impact if support not provided

3. Requests for support submitted by Allied Forces:

a. Submission of requests

b. Actions taken

c. Payments required and how and to whom rendered

## ANNEX N TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP

### Family Support

1. This Annex defines operation of the Family Assistance Center (FAC) during deployment and redeployment support operations, and applies to all personnel associated with deployment and redeployment support operations conducted by the 26th ASG and its subordinate battalions.

2. General:

a. This Annex contains information about FAC. BSBs will implement this Annex prior to direction to activate a FAC.

b. FAC are established to coordinate available resources, serve as conduits for information, provide crisis referral service, legal assistance, and act as a focal point for Army family assistance and support system personnel and problem solving. Agencies with direct and indirect interests in assisting and supporting military families should be included in the FAC.

3. The following local community supporting agencies are identified as crucial to the successful operation of a FAC:

- a. Army Community Service (ACS).
- b. Army Emergency Relief (AER).
- c. American Red Cross (ARC).
- d. Patient Liaison Office and TRICARE.
- e. Finance Offices.
- f. Community Counseling Center (Alcohol and Drug Counseling Services).
- g. Information Management Office.
- h. Provost Marshal Office (PMO).
- i. Dental Activity.
- j. Medical Department Activity.
- k. Chaplain Office.
- l. Social Work Services.

- m. Staff Judge Advocate (SJA).
- n. Public Affairs Officer (PAO).
- o. Director of Logistics (DOL).
- p. Director of Public Works (DPW).
- q . Department of Defense Dependent Schools (DoDDS).
- r. Reserve Component (RC) Family Program Coordinator (FPC).
- s. Inspector General (IG) offices.

4. At a minimum FAC plans will include guidance for the operation of a FAC. Determine the FAC specific and implied tasks and how they will be accomplished. Identify FAC location and operating schedule, and staffing. Determine FAC communication requirements. Establish and maintain communication links with ancillary support systems.

a. Additionally: Establish public information release guidelines and link with Public Affairs Officer to assist in managing information and rumor control to organize and direct volunteer support. Define and clarify the FAC role in casualty operations, provide one stop service for Casualty Assistance Officers, and to provide supportive network for community members affected by the activation or mass casualty.

b. Define appropriate responses to typical problems faced by the FAC during deployments and redeployments.

(1) Provide dental and medical support information assistance, including TRICARE and U.S. Host Nation patient liaison.

(2) Provide billeting information and reservation assistance for visitors. Additionally:

- Plan to assist staff in the reduction of stress during FAC operations.
- Define role of the Family Assistance Center (FAC) in troop homecoming and family reunions.
- Identify method to evaluate effectiveness of FAC operations.

- Determine the means of identifying and learning from experiences to facilitate more effective operations.
- Essential Services: At a minimum, FAC must include the following services:
  - DEERS verification.
  - Military medical benefits.
  - Emergency financial assistance.
  - Legal information.
  - Emergency food and shelter.
  - Crisis intervention.
  - Information and referral.
- Responsibilities:
  - BSB ACS Officer will develop a family assistance plan to address various phases of deployment, mobilization, and redeployment, and emergencies. Plan must, as a minimum, include:
    - Type of support services offered to families.
    - ACS and other agency roles and responsibilities for implementing various phases of the plan.
    - Resource requirements including manpower and dollars, to implement various phases of the plan.
    - Mobilization Table of Distribution and Allowances (TDA) requirement to include individual mobilization augmentation personnel.
    - Facility requirements to accommodate any projected program expansion.
  - ASG/BSB Commanders will activate FACs in coordination with the deploying commander and the ACS Officer, to the degree required to meet specific needs of the respective community.
  - Staffing schedules for the various phases of FAC operations will be included in the BSB Family Action Plan.

ANNEX O TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Safety

1. Safety procedures and accident prevention functions during deployment and redeployment, exercised by all participating units and supporting elements under OPCON 26th ASG, are outlined below. It applies to all personnel associated with deployment and redeployment support operations conducted by the 26th ASG and its subordinate Base Support Battalions (BSB). All personnel must receive comprehensive safety orientation and training in the prevention of accidents and injuries. Commanders of all units participating will:

a. Appoint for each ISA, marshaling area - railhead - convoy - barge site a Safety Officer/NCO. Personnel must be graduates of an approved Army or USAREUR Safety Course (e.g., in USAREUR SOC 40 course).

b. Have professional safety services available on a 24-hour basis. **THIS MEANS THE BSB SAFETY OFFICER.** Qualified officers and NCOs may supplement, but not replace BSB Safety Officer personnel.

c. Ensure appointed Safety Officers/NCOs forward accident and injury reports as required and outlined in 26th ASG Safety Program policies and procedures.

d. Request safety personnel from supporting Base Support Battalions assist and monitor Safety Officers/NCOs function and conduct daily walk-thru inspections.

2. Overall safety responsibility for supporting elements and participating units under OPCON 26th ASG rests with the Commander 26th ASG.

a. Overall BSB Safety is the responsibility of the BSB Commander, assisted by his Safety Manager and staff. The BSB Safety Manager will conduct assessments, and publish programs for implementation at operational sites.

b. BSB Safety personnel will be monitored by the 26th ASG Safety Manager, who will spot-check to ensure that safety briefings are provided for all functions and at all operational sites by unit Safety Officers/NCOs; ensure that contractor operated on and off loading ports and railheads are monitored to guarantee the safety of military personnel and civilians employed or assigned to the US Forces and work or visit the area. He will additionally ensure that the 26th ASG Commander is made aware of any safety problems that units are unable or unwilling to correct, prepare input/risk assessment to the 26th ASG operation cell of used railhead, barge site and convoy operations, and prepare input to the USAREUR Consolidated Report of Accident Experience, to include lessons learned.

5 Appendixes:

- 1 - Cold Weather Injury Accident Prevention
- 2 - Carbon Monoxide Poison Prevention
- 3 - Convoy Operations and Movement Checklist
- 4 – Billet Area Safety
- 5 - Railhead Operations

APPENDIX 1 TO ANNEX O TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Cold Weather Injury Accident Prevention

1. This appendix provides deploying and redeploying units information on cold weather accident prevention procedures while conducting deployment/redeployment operations.

2. Responsibilities.

a. The favorable accident and injury experience in previous deployments reflects the degree of concern by commanders and supervisors to integrate safety without sacrificing realism in training. For this trend to continue, all commanders must ensure their personnel are informed of the increased safety hazards they will be exposed to and the precautions they must take to combat the effects of the environment (e.g. cold injuries, carbon monoxide poisoning, fire, winter driving, etc.).

b. The prevention of cold weather injuries and accidents is a **COMMAND RESPONSIBILITY**. Cold weather training and indoctrination will emphasize the following points:

(1) Cold injuries are likely when temperatures are 10 degree centigrade (50 degree Fahrenheit) or below. All personnel should follow the C-O-L-D principle in wearing the winter uniform.

(a) Keep clothes **CLEAN**. Dirty clothes do not allow as much insulating air space as clean clothes.

(b) Avoid **OVERHEATING**. Adjust or remove clothing when becoming overheated to avoid sweating.

(c) Wear clothing **LOOSE** and in layers to get maximum air space and more insulating air space in clothing.

(d) Keep clothes **DRY**. Wet clothes are cold clothes. Moisture destroys the insulating air space between layers of clothing.

(2) Personnel should be able to recognize symptoms of cold injuries (e.g. immersion foot, trench foot, and frostbite) and seek medical aid immediately.

(3) Commanders should recognize and consider the effects of wind-chill factor in relation to physical activity, protective clothing, shelter, ground moisture, moisture in clothing, and fatigue.

(4) Medical activities will advise commanders on cold injury prevention and ensure unit medical personnel are trained in the proper classification and treatment of cold injuries.

APPENDIX 2 TO ANNEX O TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Carbon Monoxide Poison Prevention

1. The danger of carbon monoxide poisoning increases in cold weather because of the tendency to keep windows closed. To prevent carbon monoxide poisoning, the following safety rules should be observed:

- a. All heated shelters and vehicles must be ventilated.
- b. Motor vehicle exhaust systems should be checked daily, especially for blown gaskets, leaking pipe connections, and holes in mufflers or tailpipes.
- c. Drivers should always keep a window open slightly and shut off engine when sitting in a parked vehicle for more than a few minutes.
- d. Convoy vehicles should not follow vehicles too closely.
- e. Motor vehicle exhaust should never be used to warm personnel or equipment.
- f. Personnel are not allowed to rest or sleep in, around, or under vehicles, tracked vehicles, trailers, or other shelters where carbon monoxide may accumulate (e.g., garages).
- g. Vehicles should be parked at least 50 feet from designated sleeping areas.

2. Fire is a serious danger during cold weather season; stoves and heaters are operated at their highest level, and extreme cold dries out material and reduces the moisture content of the air. To prevent fires, commander will ensure:

- a. Hoses, pipes, fittings, and connections of heaters are checked daily and cleaned as required.
- b. Only the proper type of gas or fuel is used in burners or heaters.
- c. Fuel spills are cleaned up and contaminated clothing changed and laundered.

APPENDIX 3 TO ANNEX O TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Convoy Operations and Movement Checklist

The preparation and conduct of convoy operations will include the following safety factors:

- a. All drivers will receive detailed instructions on the proper use and placement of highway warning devices (such as advance warning triangles, reflectors, flags, flares, and flame pots) and fire extinguisher approved for military use.
- b. Advance-warning triangles, reflectors, etc. will be placed in the obstructed lane not less than 100 meters from the vehicle facing the approaching traffic.
- c. All external radio antennas will be tied down to a height of less than 13 feet from the ground, when moving from preposition sites, port of entry or any time that vehicles are passing through a town or in the vicinity of railroad tracks.
- d. All disabled vehicles will be immediately moved as far as possible from the traveled portion of the roadway. Parking lights and rotating amber warning lights (RAWL) will be turned on.**
- e. Military personnel have NO authority to direct civilian traffic on public highways.
- f. All convoy and vehicle movements, including oversize/overweight vehicles and hazardous cargo operations will be in compliance with UR 55-1.
- g. Headlights, taillights, reflectors, and reflector tape will be wiped clean at all stops.
- h. Convoys moving on autobahn/auto routes will only use the right traffic lanes.
- i. Convoy lead and trail escort vehicles (TEV), as a minimum, will be equipped with at least one, but not more than two RAWL to achieve 360 degree visibility and will activate these lights during escort.
- j. TEV is required for each serial within a convoy. TEV will not carry hazardous cargo. The only authorized passenger is the assistant driver.
- k. When a vehicle is detached from a convoy without a TEV, it will move as far to the right as possible, and halt. These vehicles will not move until a suitable TEV or police escort is available.

APPENDIX 4 TO ANNEX O TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Billet Area Safety

1. This Appendix prescribes policies and procedures for implementing the safety and fire prevention program for billet area safety. It establishes uniform policy and safe practice standards for accident and fire prevention, and applies to all personnel served in the respective billet area.

2. Responsibilities: The site commander or OIC/NCOIC will appoint a billet area safety officer and fire marshal immediately upon arrival at the site.

a. The appointed safety officer and fire marshal should become familiar with their duties by reviewing the provisions of AR 385-10, AR 420-90, and DA Pam 335-1. Prior to moving into the billet area, the appointed safety officer and fire marshal must thoroughly inspect the area for debris, rocks, poisonous plants, reptiles, duds, dead animals, vermin, and possible fire hazards.

b. All billet users or participants will comply with the safe practice standards described in paragraph 5 below.

3. Personnel will observe the following precautions:

a. Avoid erecting tents or sleeping out in the open near roads or trails or other areas where vehicles might travel.

b. Choose a sleeping spot, which is near a tree or heavy bush, if possible.

c. Do not sleep or nap in, under, on, or near vehicles with the motor running, or generating equipment in operation. This practice often results in carbon monoxide poisoning of the individual, or in the person being crushed.

d. There will be no jumping off vehicles of any type while they are in motion.

e. Rocks, twigs, empty or loaded ammunition will not be placed in the muzzle of any weapon firing blank ammunition or in the rifle grenade attachment.

f. Insure fire prevention equipment is available. Vehicle fire extinguishers can be used.

g. Designate safe assembly area.

h. Park and chock vehicles so that they cannot roll into the bivouac area.

i. Caution personnel about wire lying in the vicinity of high voltage lines.

j. Ground electrical equipment when required.

k. Store, handle and use gasoline and other flammables only as authorized. Make sure diesel cans are clearly marked and separated from gasoline cans.

l. If an exercises, fire crackers, grenade simulators, or other explosive training items will not be thrown out of, at, or on tracked or wheeled vehicles.

m. Sit down when riding on truck beds to avoid being struck by branches, or trees or wires strung across roads. Do not ride on running boards.

n. Fasten restraining strap across tailgate of 1 1/4, 2 1/2 ton or other trucks when riding in the back of trucks.

o. Use designed equipment rather than makeshift apparatus for all operations.

p. The installation and operation of tent stoves will be IAW the criteria listed below.

(1) Tent stoves will be installed on a noncombustible base. Size of sandboxes should be at least 36" by 36" and 4" high.

(2) Tent stoves with float valves having overflow outlets will have overflow hose properly installed; i.e., down slope.

(3) Fuel containers will be installed outside the tent and be diked to prevent leaking fuel from entering the tent.

(4) Tent stoves will be operated only with proper fuel oil.

(5) Stoves will be turned off and allowed to cool for at least 30 minutes before they are refueled.

(6) Oil absorbing compound will be used to prevent ground contamination and water pollution.

q. Enforce no smoking rules throughout the area and particularly within 50 feet of vehicles carrying ammunition or gasoline, or in any ammunition, gasoline, or other storage areas.

r. Do not place water cans with lids tightly closed on tent space heaters. These cans explode sending scalding water on personnel in tents. Open the lid before heating.

s. Avoid placing Coleman lanterns near space heaters, or handling the lanterns near stovepipes of space heaters. The pressure seal on lanterns often ruptures from heat, or wear-and-tear, causing explosion and fire in tents. Do not refuel in tents or near space heaters. Gasoline fumes ignite easily in confined areas.

t. Store, handles, and uses ammunition and explosives only as authorized for this exercise.

u. Conduct fire drills to familiarize everybody with the location of fire fighting equipment, fire alarm devices, and means to report a fire.

v. **Inform everybody of the fire reporting telephone number and insure that everybody knows how to report a fire.**

w. Appoint personnel to: operate fire-fighting equipment; act as guide to show the fire department how to get to the scene; properly notify the nearest fire department (military or civilian).

x. Establish the means to report fires. Announce this information and post reporting cards in high use locations and in vehicle log books.

y. Gasoline and similar fuels with a flash point of 100 degrees F or less will not be stored in buildings or structures with closed sides or in depressions and pits that prevent normal dissipation of heavier-than-air flammable vapors.

z. Package class I and II flammable liquids will be stored at least 250 feet from an occupied building, warehouse, or combustible material. Package storage in amounts of less than 1,000 gallons may be located less than 250 feet from an occupied building, but not less than 50 feet, when it is essential for tactical reasons or because of the lack of adequate space or alternate storage locations. A working supply (not exceeding 50 gal in 5-gal containers) of grease, oil, and similar lubricants having a flash point of not less than 100 degrees F may be stored in shops and in closed maintenance areas.

(1) Vehicles and trailers containing packed or bulk class I and II flammable liquids will be located:

(a) 250 feet from vehicles loaded with explosives and ammunition.

(b) 50 feet from structures and 10 feet from other vehicles when the amount of flammable liquids is 500 gallons or less.

(c) 150 feet from structures and 10 feet from other vehicles when the amount of flammable liquids is over 500 gallons.

(2) Smoking areas should be provided to allow personnel to smoke. Areas will be clearly marked; grass, leaves etc. should be removed and butt-cans provided.

(3) Ash cans or butt cans will not be emptied into waste containers unless it is clear that all smoking material is out.

(4) Motors will be turned off while refueling.

(5) Brief aviation personnel on environmental factors, and the location of telephone lines, towers, fuel and ammunition areas.

(6) Accidents will be reported immediately and thoroughly investigated.

APPENDIX 5 TO ANNEX O TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Railhead Operations

LOADING

**The following briefing will be read to all personnel prior to beginning any rail loading:**

CG, USAREUR 'BELL SENDS #1' read verbatim (BELL SENDS #1, 31 Jan 03).

1. The train commander, train safety officer and location of the medical personnel are as follows: (provide names and location).
2. No horseplay at any time.
3. All antennas will be removed from vehicles and stowed prior to moving onto a railcar.
4. No one will be on the same railcar on which a vehicle is being moved.
5. Walking backwards or running on any railcar is prohibited.
6. All vehicles will be ground guided into position.
7. Once a vehicle's chock blocks have been installed, they will not be removed unless instructed to do so by the German train master or the train commander.
8. Obey all rules and instructions of the train commander and safety officer.
9. Anyone can and should identify and correct a safety violation.
10. No loitering at ground level on the railhead.
11. Do not touch any wires on or near the tracks.
12. All personnel will wear gloves while they work on vehicles.
13. Prior to loading vehicles onto railcars all personnel except the driver will dismount.
14. Do not climb on top of vehicles that have been loaded onto railcars.

15. If you must move around on a vehicle, maintain at least 3 points of contact.
16. Alcoholic beverages will not be possessed or consumed during rail operations.
17. Limit your vehicle speed to the maximum speed necessary to accomplish the movement in a reasonable and safe manner.
18. The senior individual on each railcar is the railcar supervisor.
19. Each railcar supervisor is responsible for loading the railcar and ensuring the safety of the soldiers.
20. Always emplace front chock blocks first.
21. Drivers will remain in the driver's seat if the vehicle engine is running.
22. If multiple vehicles are to be placed on one railcar, only one vehicle will be running or moving at a time on that railcar.
23. If multiple vehicles are to be loaded on one railcar, the first vehicle will be completely chocked, engine shut off and driver dismounted before the next vehicle is allowed on that car.
24. Tie-down of equipment will not commence until all vehicles to be loaded on a car and the first vehicle of the following car has been properly blocked and engines shut off.
25. Service drive lights will not be used while the vehicle is on the railcar.
26. Personnel will not remain on railcar prior to any switching activity.
27. All personnel at the railhead will wear a hardhat or Kevlar helmet with chinstrap buckled.

## **BOARDING**

The following briefing will be read to everyone prior to loading onto the train:

1. No one is authorized to ride in or on vehicles or equipment being transported by rail.
2. Do not climb on vehicles or equipment during stops.
3. Do not touch or approach any wires, poles or switches on or in the vicinity of railway right of way.
4. Do not throw anything out the window of the train.
5. In an emergency, the train commander will contact the German conductor aboard the train.
6. The train commander will render all possible assistance to the conductor.
7. No intoxicating beverages are to be purchased, consumed, or carried in hand baggage on the train. (these beverages will be confiscated and destroyed on the spot).
8. No mounting or dismounting from moving trains.
9. No riding on platforms steps and roofs of railcars or in baggage cars.
10. No pulling emergency brakes, except in case of an actual emergency.
11. No extending of head or limbs out of windows.
12. No detraining without proper orders.
13. No smoking in berths.
14. No moving between railcars, except when authorized by the train or car commander.
15. No flushing of toilets while train is in station or passing through cities or towns.
16. No horseplay of any kind.
17. No personnel will sleep in overhead storage racks or luggage compartments.

## OFF-LOADING

The following briefing will be read to all personnel prior to beginning any off-loading exercise:

1. The train commander, safety officer and location of the medical personnel are as follows. Identify these personnel by name and location.
2. No horseplay at any time.
3. Do not install antennas until you have cleared the railcars and are given permission.
4. No one allowed on the same railcar on which a vehicle is being moved.
5. No walking backwards or running on any railcar.
6. Do not get in your vehicle unless instructed to do so by the railcar commander.
7. Do not remove your chock blocks until instructed to do so.
8. Do not get in a hurry to finish.
9. Anyone can and should identify and correct a safety violation.
10. **Do not touch any wires on or near the tracks.**
11. All personnel will wear gloves, hardhat or Kevlar helmet while they work.
12. Obey all rules and instructions of the train commander and train safety personnel.
13. Do not start your vehicle until you are instructed to do so.
14. Follow the instructions of the ground guide.
15. All personnel will avoid causing damage to the railcars during movement.
16. Limit your vehicle speed to the maximum speed necessary to accomplish the movement in a reasonable and safe manner.
17. No one will stand or walk between a running vehicle and any other stationary object at any time.
18. Railcar supervisors are responsible for unloading the railcar and ensuring the safety of the soldiers.

19. Remove front chock blocks first.
20. Drivers will remain in the driver's seat if the vehicle engine is running.
21. If you must move around on a vehicle, maintain at least 3 points of contact.
22. All personnel will participate in sorting, cleaning and palletizing BBPCT that has been removed during the unloading process.

ANNEX Q TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Community Transition - Rear Detachment Operations

1. Communities and deploying tenant units undergo a transition when deployment or redeployment occurs. It is vital that deploying soldiers, unit personnel and families remaining behind are provided exceptional and continuous support.

2. General:

a. Deployment and redeployment of personnel and units will emphasize quality of life support and BASOPS support.

b. Force Protection requirements will continue unabated by the departure or return of forces.

c. Departure of forces:

(1) Community BASOPS continues, unabated.

(2) Implement family support plans.

(3) Provide unit information systems, facilities and resources to family support groups, for an information flow between deployed unit members and their families and friends. Information Management Officer (IMO) has this responsibility for implementation. The IMO is the information link between the ASG/BSB and support groups.

(4) ICW IMO, develop rear detachment information newsletters and contact lists.

d. On return of forces:

(1) Soldiers, civilians, families will be provided counseling services, if requested/required, by appropriate members of clergy and medical community personnel.

(2) Added emphasis will be placed on widening use of MWR facilities and leisure activities.

(3) Where necessary, dining facilities will be provided personnel cook augmentation as redeployments occur, and for 45 days after unit closure to allow all personnel to participate in block leave (see also Annex D, Logistics, and this SOP). Except for emergency purposes, returning units will not participate in community taskings for a period of 45 days following closure from deployment.

1 Appendice  
Rear Detachment Operations

APPENDIX 1 TO ANNEX Q TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Rear Detachment Operations

1. ASG/BSB maintain continuous communication with Rear Detachments (RD) during all phases of deployment, sustainment and redeployment.
  - a. ASG/BSB activities operate through the RD during all phases.
  - b. The RD is the link between the deployed unit, and the family support groups/assistance centers.
2. Execution, personnel arrivals and departures.
  - a. Rear Detachment Commanders (RDC) maintain by-name unit lists of assigned, deployed, rear detachment personnel.
  - b. Process newly arriving soldiers and families IAW USAREUR guidelines. ASG/BSB S4/DOL, FAC, DPW provide transportation, information, housing support equal to that of soldiers deployed with the parent units.
  - c. Individual single, unaccompanied soldiers deploying to parent unit forward areas will be provided expeditious PDP, and POV/personal property storage support.
  - d. Close coordination is required between RDC and BSB DOL/Transportation, to move returning personnel to POV pickup points.
  - e. RDC must be prepared to receive redeploying containers, and frustrated cargo. Material handling equipment can be requested through the BMCT.
  - f. BSBS initiate coordination for redeployment operations with RDs.
  - g. The BSB will provide RDs detailed lists of services and support that can be rendered as redeployment occurs. The unit will decide what is to be made available at reception sites, e.g., Chaplain, Red Cross, MWR, and ACS, etc.

h. Key RDC issues:

- (1) Property, unit equipment management.
  - (2) Ensure accurate billeting/housing lists are maintained.
  - (3) Prepared to receive and forward returning soldier personal property delivery date requests of POV/personal property. Remain alert for date changes, and process them expeditiously to PPPO.
  - (4) Coordinate early to ensure dining facilities will support returnees.
  - (5) Control of weapons and sensitive items remaining behind or returned from forward locations.
  - (6) Block processing of POV registrations and movement of personal property of deploying or redeploying personnel, and support of POV registry problems for spouses remaining in the RD area.
  - (7) Safety conscious throughout all deployment operations.
- i. The BSB will identify the Community Central Meeting Point to the RD and support its reconfiguration, decoration, etc., for welcoming returnee personnel.
- j. Using units will help police meeting points. BSB PAO will publish information throughout the community on meeting point locations, and when available, lists of returning personnel or units.

3. Returning equipment:

- a. Via barge, rail or convoy.
- b. Units conduct unloading operations, at sites managed by BSBs. Units are usually notified of pending equipment arrival via chain of command, MCT/BSB, or USAREUR Crisis Action Team (CAT). Units must arrive on site with sufficient recovery/unloading teams and medical personnel.

4. Advance Party Personnel (ADVON) routinely return not later than 7 days prior to arrival of the main body element. The BSB role is to ensure that Rear Detachments are provided support to open dining facilities, billet areas, reestablish food service and Supply Service Activity accounts, and expedite work orders, etc.

ANNEX R TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Resource Management

1. This Annex establishes standard operating procedures for obtaining fund citations and processing financial documents through the Director, Resource Management (DRM) 26th ASG, and applies to all personnel associated with deployment and redeployment support operations conducted by the 26th ASG and its subordinate Base Support Battalions (BSB).
2. The intent of this Annex is to establish procedures to ensure expeditious handling of all requests for funding bona fide needs requirements related to support operations in the 26th ASG area of responsibility (AOR). The DRM will capture and report to higher headquarters, all costs associated with deployments and redeployments. BSB Commanders and ASG Staff will assist in budget estimate reporting as required.
  - a. Generally, DRM requires 72 hours to process a document, however for documents related to deployment and redeployment, hand carrying is encouraged and processing time will be minimized.
  - b. Normal BASOPS business operations are conducted at Patton Barracks, Building 110, Room 308, Heidelberg, DSN 373-7450 (civilian 06221-577450), FAX 373-8594, (civilian 06221-578594).
  - c. Examples of financial documents that require processing through DRM include:
    - (1) DA Form 3953, Purchase Request and Commitment (PR&C).
    - (2) DD Form 1610, Request and Authorization for TDY Travel of DOD Personnel.
    - (3) Memorandum of Intent (MOI) for Purchase of Information Management Equipment (IME).
3. Processing DA Form 3953.
  - a. Ensure form is complete IAW local BSB Property Book procedures and contracting guidance at Annex G of this SOP. As a minimum, requests must be signed by:
    - (1) The requester, generally a staff principal or designee.
    - (2) The BSB Commander (cannot be delegated). Not required for requests initiated by the ASG staff.
    - (3) The appropriate Program Activity Director (PAD) at Group Level, i.e., S-1, S2/3, S-4, Chap, etc.

(4) And, the Information Management Officer (IMO) or designee for all automation requests. The IMAR approval must be attached to the PR&C. Refer to reference 1e above when requesting Information Management Equipment (IME).

b. Attach Memorandum of Justification to DA Form 3953 per BSB Commander's guidance, if required, for purchases up to \$24,999.99. All DA Form 3953 requiring the Group Commander's approval will have a Memorandum of Justification attached prior to processing by DRM (PR&C's with dollar values exceeding \$24,999.99 but less than \$49,999.99). PR&C's with dollar values of \$50,000.00 and over require approval of the Deputy Commanding General (DCG). Policy and guidance regarding the preparation of Memorandum of Justification is contained in reference 1d above.

c. Field Ordering Officers and their Class A agents will use the DA Form 3953 to obtain bulk funding from the DRM for purchases IAW local contracting procedures and Annex G of this SOP.

#### 4. Processing DD Form 1610:

a. The ASG Adjutant provides administrative procedures for preparing and processing TDY orders.

b. All TDY orders will be processed through the Adjutant's Office, 26th ASG prior to fund citation by DRM. Contact the Adjutant's Office for all questions pertaining to TDY orders.

c. DRM standard for processing redeployment related TDY orders upon receipt from the Adjutant's Office is one hour.

#### 5. Hours of Operation.

a. ASG DRM normal operating hours are 0730 to 1630, MTWF, and 0730 to 1500 on Thursdays.

b. DRM will maintain a funds certification person on call throughout the duration of deployment operations. Contact the ASG S3 Operations Center or Staff Duty Officer/NCO, during non-duty hours for assistance.

## ANNEX S TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP

### Training

1. Deployment and redeployment training will consist of the following:

a. ISA, Rail and Barge Marshaling Site Commanders/OIC will conduct training briefings for BSB cadre personnel. The focus will be on conducting safe operations. Include training guidance on how units using rail sites will order blocking and bracing materials (BBP), and ISA/BSB capability to support limited BBP issue. Training information can be drawn from the web sites of 1<sup>st</sup> TMCA and the U.S. Army Transportation School.

b. Supported by community BSB, tenant units conduct training in ISA operations, barge marshaling, and rail loading of vehicles and equipment. Units may conduct live rail load training but must provide funding before rail cars are ordered. Medical and Safety personnel will be on site before training operations commence.

c. All personnel associated with rail and barge loading will conduct a terrain walk of their respective work areas. This includes inspection team personnel and other community support personnel who may be called upon to assist during inspection or loading operations.

d. Include inclement weather operations in training. Personnel using tools, maintenance facilities, equipment, will conduct talk-through, hands-on - walk-through, run-through training in an exercise setting before live operations commence. Personnel will wear appropriate safety clothing during training, e.g., gloves, safety glasses/goggles, etc.

2. BSB S3s in conjunction with BSB DPW and safety officers conduct annual risk assessment, analysis of all site capabilities.

3. The ASG Commander will conduct Rock Drills. Separate information will be provided on rock drill requirements.

4. BSBS will emphasize tenant unit requirement (including the BSB) to soldiers qualified as Safety Officers, (officer or NCO; can also be civilian), HAZMAT certifiers, and Unit Movement Officer/NCO. This training is conducted by USAREUR, 7<sup>th</sup> Army . Training allocations for 26<sup>th</sup> ASG unit personnel (including civilians) can be obtained from 26<sup>th</sup> ASG S3, Training Support Division (373-7109). Tenant unit personnel should query training staff within their own organizations to obtain class seats.

### 2 Appendices

1. Exercises
2. Emergency Deployment Readiness Exercise (EDRE)

APPENDIX 1 TO ANNEX S TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Exercises

1. Force projection exercises will be included into training conducted by subordinate Base Support Battalions.
2. Scenarios should concentrate on current political and geographic conditions. Incident items should cover an array of problems that are initiated at the supported unit level and include terrorist threats conducted against operational load sites and site personnel. Training will be based on the use of ISA, barge marshaling support, and rail support.
3. Rear operations training will be conducted, and the Rear Detachment will be played during all exercises. Family Assistance Centers (FAC) will be evaluated and certified through an FACEX in conjunction with IMA-E, or the G3, HQ USAREUR/7A. Volunteers will be encouraged to conduct role-play and receive training from their home station areas. Events and incidents will be provided to FAC as a validation of their staffing and procedures.
4. Exercises will emphasize the use of automation, communication, SIPR, A/GCCS, reporting, and similar requirements. Emphasize the use of alternate types of communications, courier, facsimile, cell telephone. All reports that are rendered during live operations will be exercised in training.

APPENDIX 2 TO ANNEX S TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Emergency Deployment Readiness Exercise (EDRE)

1. USAREUR uses the Deployment Training Program (DTP) as the vehicle to train and test units to rapidly deploy from home station and accomplish assigned wartime missions. The DTP encompasses the Emergency Deployment Readiness Exercise (EDRE), Sea Emergency Deployment Exercise (SEDRE), and Deployment Exercise (DEPEX). The EDRE is a minimum-notice exercise to test deployment under emergency conditions. The SEDRE is an EDRE with the added requirement to conduct movement to the AOR by sea. A DEPEX is similar in scope to an EDRE but conducted as a regularly scheduled event on a unit training calendar. **Base Support Battalion Commanders will employ deployment/redeployment EDRE when directed, usually during exercise conditions. BSBs will participate in DEPEX using their movement nodes to exercise full deployment and tailoring the pace and scope of the exercise to meet training requirements.**

2. EDRE can be tested during CIP, subject to time and personnel resources.

a. Conduct of EDRE: initiation of recall, movement to deployment sites, site briefing and walk-through of site areas.

b. Site briefings will be conducted by the respective Site OIC and include mission, resources, 3 significant strengths, 3 significant weaknesses.

c. Commander, 26th Area Support Group may elect to exercise individual aspects of deployment/redeployment sites to determine training levels, and individual expertise.

3. EDRE will be conducted using current OPLAN, SOP and guidance provided in exercise documents.

4. **USAREUR conducts periodic EDRE of selected units and events.** These exercises are preceded by recall measures that test procedures and communications capabilities. The 26<sup>th</sup> ASG and subordinate BSBs will fully support USAREUR EDRE. BSB Commanders are encouraged to use EDRE to validate community rail, air, barge, CSC and community support center procedures and capabilities. BSBs can implement EDRE as a training event during certification and validation of movement sites (see Appendix 9, Annex C, this SOP). BSB S3s will capture lessons learned; use them to conduct appropriate retraining and change of policies or procedures.

5. The results of USAREUR EDRE conducted at BSB level will be reported to the 26<sup>th</sup> ASG S3, IAW Annex T, this SOP.

ANNEX T TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Reports

1. Deployment and redeployment reports consist of the following:

a. ISA reports (category 1).

(1) Submitted daily to IMA-E, copy furnished to the ASG S3.

(2) Reporting period is the 24-hour period from 1200Z to 1200Z with all reports submitted to IMA-E NLT 1300Z.

(3) Information provided in the format prescribed by IMA-E.

b. ASG reports (category 2).

(1) Submitted to the ASG S3. Reported in formats shown in Appendices, this Annex.

(2) Usually provided when ISA facilities are not operational, reporting details of returning forces, e.g., equipment, personnel, problems.

(3) Separate information from ISA reports as movement activities occur at BSB movement nodes (rail, barge marshaling area, bus movements, community meeting points).

(4) Reporting is accomplished immediately after each movement activity occurs, e.g., the rail unloading of a specific unit, or return of a community tenant unit by other means (air, sea, etc).

2. Category 2, operational ASG reports on railhead activities will consist of internal and external requirements.

3. Internal reports:

a. In addition to Category 1 reports to IMA-E, ISA facilities will provide a daily situation report (SITREP) of site activities. Report format is at Appendix 1, Annex T, in this SOP.

b. Unless specified by IMA-E or HQ USAREUR, all reports will be classified at minimum "FOR OFFICIAL USE ONLY".

c. Other reports required to be furnished by ISA, Barge Marshaling Site or deployment nodes, 26th ASG staff or units, will be announced by the 26th ASG Operations Center (OC) on an as-required basis. Where possible, limit reports to essential elements of information only.

d. When the ISA is not active, Rail Site or Barge Site OIC will provide reports directly to ASG/BSB Operations Centers. No reports are required when rail or barge sites have no activity for the reporting period.

4. External reports:

a. ISA, Barge Marshaling Site and rail site commanders will provide information to MCT and BMCT personnel for their report needs.

b. Reports to 21TSC will be provided from the 26<sup>th</sup> ASG S3, only.

5. Report formats: BSB will provide the following information in format specified to the ASG S3. Each ISA will provide a similar type report in a format prescribed by IMA-E.

a. SITUATION REPORT (SITREP): SITREPS REPORT THE OPERATIONAL SITUATION. They are submitted daily at 1600 hours local with an information cutoff of 1500 hours local. See Appendix 1 for report format.

b. SPOT REPORT (SPOTREP): SPOTREPS REPORT OPERATIONAL CHANGES. This report is submitted on rail (train), barge and bus events as they occur, and other significant events as they occur. Report times for rail, barge, and bus reports are described in Appendix 2, together with examples of each type format.

c. ACTIVITY REPORTS: ACTREPS ARE SPOTREPS designed to allow the commander to follow the flow of activity or an action through the system and respond to higher headquarters' taskings. The required formats for these reports are included in Appendix 3. These reports can be submitted at any time. ACTREP EXAMPLE: report the status of equipment, repair parts, BBPCT, personnel taskings, health of soldiers, etc., when they impact current or projected operations.

d. The SITREP and SPOTREP will be identified by a subject line formatted as follows: report number, as of DTG, and Unit Identification. Example: SITREP 1-03, 031500AJAN03, 293RD BSB.

(1) Report number. Reports will be numbered sequentially by calendar year by report type. Example: The first SITREP would be, 1-03 and the tenth SITREP would be, 10-03.

(2) As Of DTG. The As Of DTG for the SITREP will be 1500 hours local each day. As discussed above, the information cutoff for this daily report will be at 1500 hours local. The report must be submitted not later than 1600 hours daily. The As Of DTG for the SPOTREP will be the time it is submitted.

6. Signal: Forward SITREPS/ SPOTREPS to 26th ASG Operations Center via unclassified email: [26ASS3EOC@26asg.heidelberg.army.mil](mailto:26ASS3EOC@26asg.heidelberg.army.mil), or via unclassified FAX DSN 373-7575. If documents require classified protection, provide them via BSB SIPR at the address: 26ASG(s)@dms.Heidelberg.army.smil.mil, or via classified FAX DSN 373-7627

Appendices:

- 1 – Situation Report (SITREP)
- 2 – Spot Report (SPOTREP)
- 3 - ACTIVITY REPORTS

APPENDIX 1 TO ANNEX T TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
 Situation Report (SITREP)

1. GENERAL: The situation report summarizes operations during the previous 24-hour period. It provides information on any significant event or activity that would adversely impact on the unit's ability to successfully provide all required redeployment support operations. This report will also be used to summarize information that will occur during the next 24/48/72 hours. Movement information for the next 24/48/72 hours contained in SIPR or A/GCCS need not be reported. This report is submitted by each BSB Operations Center daily at 1600 hours local with an information cutoff time of 1500 hours local.

2. FORMAT:

SITREP #:	AS OF DTG:	ORIGINATOR:
NARRATIVE OF DAILY OPERATIONS: (WHO, WHAT, WHERE AND WHEN)		
NARRATIVE OF SIGNIFICANT EVENTS (SHOW STOPPERS):  Provide a wrap up of all significant events previously reported via SPOTREPS during the reporting period. Include references to the previously submitted SPOTREP numbers.		
COMMANDER'S REPORT NEXT 24/48/72 HOURS		
COMMANDER'S ESTIMATE:		

APPENDIX 2 TO ANNEX T TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
Spot Report (SPOTREP)

1. GENERAL: The SPOT report provides information on rail, barge and bus movement, or any significant event or activity (show stopper) which would adversely impact on the units ability to successfully provide all required redeployment support operations. Any terrorist activity or force protection incident will be immediately reported using this report format.

a. ISA, Rail (train), barge and bus reports will be submitted daily at 1600 with an information cutoff of 1500 local. IMA-E format reports will be submitted IAW their specified times.

b. Other reports will be submitted by BSB Operations Center as soon as possible after knowledge of events is learned.

2. FORMAT:

a. Spot Report format for rail, barge and bus movements are provided at TAB A, B, C. A free flow report format is provided at TAB D for other significant events or activities.

b. The activity report described at Appendix 3, this Annex is similar to information provided in the SPOT REPORT format.

c. Reports have to be legible. The originator block will contact the name and telephone number of the individual preparing the report.

3 Appendices

1. TAB A - Rail (Train) SPOTREP Format
2. TAB B - Barge SPOTREP Format
3. TAB C - Bus SPOTREP Format

TAB A TO APPENDIX 2 TO ANNEX T TO 26<sup>TH</sup> ASG  
 DEPLOYMENT/REDEPLOYMENT SOP  
 Rail (Train) SPOTREP Format

		<b><u>SPOT REPORT</u></b>		ORIGINATOR: (BSB/Site, e.g., Rhein Ordnance Barracks (ROB)) Name/tele	
SPOTREP #: (i.e. 35-03)		AS OF DTG: (i.e., 121000AJAN03)			
REQUIRED INFO		TRAIN		TRAIN	
TRAIN					
Mission Nbr (A9001E)					
Unit					
Train arrival time DTG					
Load/Unload start DTG					
Load/Unload compl DTG					
Nbr pax					
# rail cars Loaded					
or unloaded					
a. # Prime Movers					
b. # Trailers load/unload					
c. # Containers load/unload					
d. # Shelters load/unload					
e. Total Pieces (Total a, b, c, d = e)					
Sr Train Cdr Name/Rank					
COMMANDER'S ESTIMATE OF IMPACT:					

TAB B TO APPENDIX 2 TO ANNEX T TO 26<sup>TH</sup> ASG  
 DEPLOYMENT/REDEPLOYMENT SOP  
 Barge SPOTREP Format

<b><u>SPOT REPORT</u></b>			
SPOTREP #: (i.e. 35-03)	AS OF DTG: (i.e., 121000AJAN03)	ORIGINATOR: (BSB/Site, e.g., Rheinau) Name/tele	
REQUIRED INFO	BARGE	BARGE	BARGE
Mission Nbr (A9081E)			
Unit			
Barge arrival time DTG			
Load/Unload start DTG			
Load/Unload compl DTG			
Nbr pax			
# barges Load/unload			
a. # Prime Movers			
b. # Trailers Load/unload			
c. # Containers Load/unload			
d. # Shelters Load/unload			
e. Total Pieces (Total a, b, c, d = e)			
Sr Barge Cdr Name/Rank			
COMMANDER'S ESTIMATE OF IMPACT:			



APPENDIX 3 TO ANNEX T (REPORTS)  
 TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
 Free Flow SPOTREP Format

SPOTREP #: (i.e. 35-01)	<p style="text-align: center;"><b><u>SPOT REPORT</u></b></p> AS OF DTG: (i.e., 121000AJAN01)	ORIGINATOR: (BSB/Site, e.g., Nathan Hale Rail Site) Name/tele
<p><b>DESCRIPTION OF EVENT</b></p> <p>Include the WHO, WHAT, WHERE, AND WHEN</p>		
<p><b>COMMANDER'S ESTIMATE OF IMPACT:</b></p>		

ANNEX W TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Military Police Operations

1. This Annex establishes procedures for providing law enforcement support to redeploying units. It applies to personnel assigned or augmenting 26th ASG and subordinate BSB Provost Marshals.

2. Responsibilities.

a. Area Support Group Provost Marshal.

(1) Establish a command and control cell for redeployment related Military Police issues.

(2) Coordinate specific external requirements with S3s and USAREUR OPM.

(3) Plan support required for redeployment activities.

b. Base Support Battalion Provost Marshals:

(1) Establish a command and control cell for redeployment related Military Police issues.

(2) Plan and execute support required for redeployment activities within their AORs.

(3) Conduct combined planning with German Police counterparts. Consider planning issues such as installation security, counter-terrorism, traffic control, and escort support

3. Procedures.

a. Assist and/or advise redeploying unit commander with Military Police specific issues, to include but not limited to:

(1) Privately Owned Vehicle Registration. Deploying personnel should direct questions to BSB or ASG S4/DOL regarding vehicle storage, registration or insurance requirements.

(2) Physical Security - see Appendix 1, 26th ASG Physical Security Checklist.

(3) Force Protection - see Appendix 2, Combating Terrorism Checklist.

(4) Amnesty Box Procedure - Amnesty boxes will be available in redeployment staging areas and must be used before boarding transportation. Personnel found with contraband upon arrival in Germany will be reported to their Commander and the Military Police for appropriate action.

b. Prioritize Military Police functions based on the Mission Essential Vulnerable Areas (MEVA), current threat condition, and Commander's intent. (See appendix F, MEVA)

c. Provide pertinent criminal intelligence to BSB S2/S3 through the ASG S2/S3.

#### 4. Coordinating Instructions.

a. Coordinate daily exchange of criminal intelligence with German Police.

b. Military Working Dog support must be requested through the ASG PMO in writing seven to 10 days in advance and should be signed by the responsible unit commander or activity chief.

#### 2 Appendices

1. 26th ASG Physical Security Checklist
2. Combating Terrorism Checklist

APPENDIX 1 TO ANNEX W TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
26TH ASG Physical Security Checklist

1. Deploying or redeploying units will have a comprehensive SOP incorporating the following:

a. Review of applicable security requirements and procedures.

b. Deployment planning which includes:

(1) Risk analysis/threat countermeasures.

(2) Identify which equipment is classified as sensitive.

(3) Guard requirements for sensitive equipment.

2. Security Responsibilities:

a. During water movement:

(1) Unit must plan to be tasked to provide on board escort (Supercargo).

(2) Supercargo personnel will be screened by commanders for reliability and trustworthiness.

(3) Supercargo will remain on board with unit equipment throughout the shipment.

b. Equipment loading or unloading:

(1) Sensitive or high value equipment should be concentrated and marked.

(2) Sensitive or high value equipment will not be nested within unsecured containers or vehicles.

(3) Sensitive and non-sensitive equipment will not be integrated.

c. Containers:

(1) Containers will be locked and sealed.

(2) Escorts should inspect locks and seals on a regular basis (frequency of checks depending on contents).

d. Key and Lock Control:

(1) Keys to vehicles, containers and equipment will be clearly marked and inventoried, and maintained with the convoy commander.

(2) Commanders should ensure that spare keys accompany each shipment in the event a key is lost.

e. Inventories:

(1) All equipment should be inventoried to include the nomenclature/quantities/serial numbers.

(2) Commanders should maintain ready records of what accompanied the unit and what items remained behind.

(3) Copies of inventories should be maintained in the rear, carried by escort personnel, and placed within individual vehicles/shipping containers.

3. Arms Ammunition and Explosives:

a. During movement AA&E should be segregated in defined security areas and marked to facilitate security commensurate with the assigned AA&E.

b. Category I and II AA&E shipments must:

(1) Be placed in the custody of an Officer or NCO (E-5 or above).

(2) Be under constant armed guard surveillance when transported by road off the installation.

(3) Be checked and logged (seals and locks) every eight hours.

c. Access to AA&E will be controlled throughout movement/layovers.

d. All AA&E shipping containers will be locked and sealed during transit. Locks and seals will be continuously inventoried at regular intervals. At final destination containers will be checked immediately for signs of damage or pilfering.

d. When unit's shipment is downloaded, units will comply with the provisions of reference A, above, AR 190-11 paragraph 4-1, a (1).

4. Reporting of Losses: Commanders will rapidly report losses to the supporting Provost Marshal/Security Office.

APPENDIX 2 TO ANNEX W TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP  
Combating Terrorism Checklist

The checklist below should be used to address critical requirements of your organizations force protection posture and antiterrorism programs.

- a. Has a Force Protection and/or CBT/T officer been appointed in writing (AR 525-13, paragraph 2-18)?
- b. Is there a current threat assessment (AR 525-13, paragraph 2-18)?
- c. Does the organization have a combating terrorism plan (AR 525-13, paragraph 3-2)?
- d. Has the local combating terrorism plan been coordinated with local law enforcement agencies (AR 525-13, paragraph 1-4)?
- e. Have copies of the local combating terrorism plan been distributed to appropriate local agencies and organizations (AR 525-13, paragraph 1-4)?
- f. Are units who are tasked with specific missions aware of these missions and capable of accomplishing them?
- g. Does the local force protection plan include security procedures for implementing FPCON (AR 525-13, paragraph 2-18)?
- h. Does the force protection plan place emphasis on High Risk Personnel (HRP) (AR 525-13, paragraph 2-18)?
- i. Are plans reviewed annually (AR 525-13, paragraph 2-18)?
- j. Are plans being exercised annually, and results of the exercise kept on file (AR 525-13, paragraph 2-18)?
- k. Have appropriate combating terrorism personnel received training (AR 525-13, paragraph 2-18)?
- l. Has a CBT/T and Force Protection Committee (normally accomplished by the JAWG) been established (AR 525-13, paragraph 3-2)?
- m. Has a prioritized list of Mission Essential Vulnerable Areas (MEVA) been established (AR 525-13, paragraph 2-18)?

- n. Does the MEVA list indicate locations that are likely to be targets and most vulnerable to attack (AR 525-13, paragraph 2-18)?
- o. Do written procedures exist that allow for the timely dissemination of threat information both during and after duty hours (AR 525-13, paragraph 2-18)?
- p. Are procedures in place that allow personnel traveling to high/potential threat countries to get a current area threat briefing (AR 525-13, paragraph 3-2)?
- q. Do personnel understand how, who, and when to report a terrorist attack, potential attack, or suspicious people or objects (AR 525-13, paragraph 3-8)?
- r. Have additional security positions been drafted and validated for elevated FPCON?

ANNEX Y TO 26<sup>TH</sup> ASG DEPLOYMENT/REDEPLOYMENT SOP  
References and Glossary

REFERENCES

1. Users should contact the proponent staff for questions regarding references for a subject area.
2. Documents that reveal classified names are not shown. This complies with rules provided in AR 380-5, 25 Feb 88.

**A - Title 10, United States Code**

Chapter 138, Acquisition and Cross-Servicing Agreements with NATO Allies, 1987

**B - Federal Acquisition Regulation (FAR)**

April 1984, and 1990 editions

6.302-2

13.106(C)(2)

**C - Department of Defense Publications**

Joint Federal Travel Regulation (JFTR) Volume 1

**D - Army Regulations**

AR 27-20, Claims, 31 Dec 00

AR 30-1, THE ARMY FOOD SERVICE PROGRAM, 15 Aug 89

AR 55-71, TRANSPORTATION OF PERSONAL PROPERTY AND RELATED SERVICES, 15 Sep 84

AR 190-11, PHYSICAL SECURITY OF ARMS, AMMUNITION AND EXPLOSIVES, 12 Feb 98

AR 360-1, THE ARMY PUBLIC AFFAIRS PROGRAM, 15 Sep 00

AR 380-5, Department of the Army Information Security Program, 25 Feb 88

AR 385-10, ARMY SAFETY PROGRAM, 29 Feb 00

AR 385-40, ACCIDENT REPORTING AND RECORDS, 1 Nov 94

AR 525-13, Antiterrorism Force Protection (AT/FP): Security of Personnel, Information and Critical Resources, 10 Sep 98

AR 608-1, ARMY COMMUNITY SERVICE CENTER, 31 Aug 00

AR 710-2, INVENTORY MANAGEMENT SUPPLY POLICY BELOW THE WHOLESALE LEVEL, 31 Oct 97

AR 735-5, POLICIES AND PROCEDURES FOR PROPERTY ACCOUNTABILITY, 31 Jan 98

Unit Supply Updates (AR 700-series)

## **E - DA Pamphlets**

DA Pam 710-2-1, USING UNIT SUPPLY SYSTEM (MANUAL PROCEDURES) 31 Dec 97

DA Pam 710-2-2, SUPPLY SUPPORT ACTIVITY SUPPLY SYSTEM: MANUAL PROCEDURES 30 Sep 98

## **F - Field Manuals**

FM 10-14-2, Guide for the Battalion S4, 9 Sep 86

FM 101-5, Staff Organization and Operations, 31 May 97

## **G - USAREUR Regulations (U.S. Regulation)**

USAREUR Regulation 55-3, USAREUR Movements Control System, 8 Apr 93

USAREUR Regulation 55-26, Unit Movement Planning, 9 Jun 94

USAREUR Regulation 55-48, Blocking and Bracing for Motor Transport, 7 Apr 96

USAREUR Regulation 190-1, Registering and Operating Privately Owned Motor Vehicles in Germany, 22 February 2000

USAREUR Regulation 525-1, Deployment, 29 Sep 99

USAREUR Regulation 525-13, Antiterrorism/Force Protection: Security of Personnel, Information, and Critical Resources, 1 February 2000

USAREUR Regulation 608-2, Family Support System, 12 Aug 98

USAREUR Regulation 710-2-1, Organizational Clothing and Individual Equipment, 19 May 1999

## **H - Miscellaneous**

39<sup>th</sup> Trans Bn (1<sup>st</sup> TMCA) Transportation and Movement Handbook, March (web based under 21TSC subordinate organizations)

## **I - Standardization Agreements (STANAGS)**

Applicable agreements for deployment activities are listed in Chapter 2, USAREUR Regulation 525-1

## **DEPLOYMENT RELATED ACRONYMS (refer to publications for additional lists)**

AACG	Arrival Airfield Control Group
AAFES	Army and Air Force Exchange Service
AAR	After Action Review
AB	Air Base
AGCCS	Army Global Command & Control System
ADACG	Airfield Departure Area Control Group
AFH	Army Family Housing
AIS	Automated Information System
ALCE	Airlift Control Element
ALD	Available to Load Date
ALOC	Air Lines of Communication
AMC	Air Mobility Command
AMC	Army Material Command

AME	Air Mobility Element
AO	Area of Operations
AOAP	Army Oil Analysis Program
AOR	Area Of Responsibility
APC	Armored Personnel Carrier
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
ANG	Army National Guard
AR	Army Regulation
AR	Army Reservists
ARCOM	Army Reserve Command
ASA	Air Staging Area
ASG	Area Support Group
ASL	Authorized Stockage List
ATC	Army Training Command
ATTN	Attention
AUEL	Automated Unit Equipment List
AUTODIN	Automatic Digital Network
AVIM	Aviation Intermediate Maintenance
AVUM	Aviation Unit Maintenance
BB&T	Bracing, Blocking, and Tackle
BBPCT	Blocking, Bracing, Packing, Crating, and Tie-Down
BDE	Brigade
BII	Basic Issue Item
BMCT	Branch Movement Control Team
BSB	Base Support BN
C2	Command and Control
C2S	Command and Control System
C3	Command, Control, and Communications
C3I	Command, Control, Communications and Intelligence
C-Day	Deployment Date
CAP	Crisis Action Planning (or Procedures)
CAS	Crisis Action System (also CAT- 'Team')
CAX	Computer Assisted Exercise
CC	Commander
CFE	Conventional Forces Europe Treaty
CG	Commanding General
CIF	Central Issue Facility
CINC	CINC
CINCEUR	CINC, United States European Command
CINCUSAFE	CINC, United States Air Forces, Europe
CINCUSAREUR	CINC, United States Army, Europe
CINCTRANS	CINC, United States Transportation Command
CJCS	Chairman, Joint Chiefs of Staff
CJCSM	Chairman, Joint Chiefs of Staff, Manual
CO	Company

COA	Course of Action
COCOM	Combat Command
COMMZ	Communications Zone
COMPASS	Computerized Movement Planning and Status System
CONOPS	Concept of Operations
CONPLAN	Contingency or Concept Plan
CONUS	Continental United States
CONUSA	Continental United States Army
COR	Concept Of Requirements
COSCOM	Corps Support Command
CP	Command Post
CPX	Command Post Exercise
CR	Central Region
CRAF	Civil Reserve Air Fleet
CRD	CINCS Required Date
CRITIC	Critical Intelligence Report
CSC	Convoy Support Center
CSG	Corps Support Group
CSP	Contingency Support Package
CTA	Common Table of Allowances
CTF	Combined Task Force
D-Day	Date an Operation Commences
DA	Department of the Army
DAMMS-R	Department of the Army Movement Management System Redesign
DCS	Deputy Chief of Staff
DCSIM (G6)	Deputy Chief of Staff for Information Management
DCSLOG (G4)	Deputy Chief of Staff Logistics
DCSOPS (G3)	Deputy Chief of Staff Operations
DD	Defense Department
DDN	Defense Data Network
DDP	Detailed Deployment Plan
DeCA	Defense Commissary Agency
DEH	Director, Engineering and Housing
DEL	Deployment Equipment List
DEMOB	Demobilization
DFSC	Defense Fuel Supply Center
DG	Defense Guidance
DIV	Division
DLA	Defense Logistics Agency
DoD	Department of Defense
DODAAC	Department of Defense Automated Addressing Center
DODIC	Department of Defense Identification Code
DOL	Directorate of Logistics
DOS	Days of Supply
DS	Direct Support
DSO	Deployment Support Organizations

DTO	Division Transportation Officer
DTS	Defense Transportation System
DTTS	Defense Transportation Tracking System
EAC	Echelons Above Corps
EAD	Earliest Arrival Date at POD
EDD	Estimated Delivery Date
EDRE	Emergency Deployment Readiness Exercise
EEFT	End-To-End Force Tracker
F-Hour	Time MOB Begins
FAC	Family Assistance Center
FAD	Feasible Arrival Date
FAAD	Forward Area Air Defense
FEDEX	Federal Express
FDRP	First Destination Reporting Points
FINCOM	Financial Command
FLIP	Flight Information Publication
FM	Field Manual (also Force Module)
FMP	Forces Command MOB Plan
FORMDEPS	Forces Command MOB and Deployment Planning System
FORSCOM	Forces Command
FOUO	For Official Use Only
FPCON	Force Protection Condition
FRAGO	Fragmentary Order
FRBP	Field Ration Break Point
G1	Assistant Chief of Staff, Personnel
G2	Assistant Chief of Staff, Intelligence
G3	Assistant Chief of Staff, Operations and Plans
G4	Assistant Chief of Staff, Logistics
G5	Assistant Chief of Staff, Civil Affairs
GARFCOM	German Army Forces Command
GBL	Government Bill of Lading
GCCS	Global Command and Control System
GEOCODE	Geographic Location Code
GTN	Global Transportation Network
HAZMAT	Hazardous Material
HCP	Health and Comfort Pack
HHG	Household Goods
HMCT	Highway Movement Control Team
HN	Host Nation
HNS	Host Nation Support
IMA-E	Installation Management Agency (-E Europe)
IMA	Individual MOB Augmentee
INTSUM	Intelligence Summary
INTREP	Intelligence Report
IOC	Initial Operational Capability
IOX	Interoperability Exercise

IPC	Initial Planning Conference
ISA	Installation Staging Area
ISA	Interservice Support Agreement
ISB	Intermediate Staging Base
ITO	Installation Transportation Officer
ITV	Intransit Visibility
J3	Operations Directorate, Joint Staff
J4	Logistics Directorate, Joint Staff
JAG	Judge Advocate
JCS	Joint Chiefs of Staff
JDS	Joint Deployment System
JF	Joint Force
JLOG	Joint Logistics Information System
JMC	Joint Movement Center
JOPEB	Joint Operation Planning and Execution System
JOPS	Joint Operational Planning System
JPEC	Joint Planning and Execution Community
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
JSPD	Joint Strategic Planning Document
JSPS	Joint Strategic Planning System
JTAV	Joint Total Asset Visibility
JTB	Joint Transportation Board
JTCC Center	Joint Transportation Corporate Information Management (CIM)
JTF	Joint Task Force
KIA	Killed-in-Action
L-HOUR	Time on C-Day that Deployment Commences
LAD	Latest Arrival Date (at POD)
LDA	Local deployment area
LIN	Line Item Number
LN	Local National
LNO	Liaison Officer
LOC	Lines of Communication (also Logistics Operations Center)
LOGCAP	Logistics Civil Augmentation Program
LOGMARS	Logistics Application of Automated Marking and Reading Symbols
LRC	Lesser Regional Contingency
M-Day	Day MOB Commences
MA	Marshaling Area
MAREUR	Marine Forces, Europe
MATCU	Military Air Transportation Coordinating Unit
MC	Movement Control
MCB	Movement Control Board
MCC	Movement Control Center (Corps)
MCO	Movement Control Officer (also Marine Corps Order or Movement Control Organization)

MCS	Maneuver Control System
MCT	Movement Control Team
METL	Mission Essential Task List
METT-T	Mission, Enemy, Terrain, Troops, and Time Available
MHE	Material Handling Equipment
MILSTAMP	Military Standard Transportation and Movement Procedures
MILSTRIP	Military Standard Requisitioning and Issue Procedures
MOB	Mobilization
MOD	Ministry Of Defense
MRC	Major Regional Contingency
MRT	Movement Regulating Team
MSC	Major Subordinate Command (also Military Sealift Command)
MSE	Major Subordinate Element
MTMC	Military Traffic Management Command
N-DAY	Notification Day
NAT	Non-Air Transportable
NATO	North Atlantic Treaty Organization
NCA	National Command Authorities
NCF	NATO Composite Force
NEO	Non-Combatant Evacuation Operation
MCC	National Military Command Center
NMCC	National Movement Control Center at GARFCOM
NMCS	National Military Command System
NNOR	Non-Nuclear Ordnance Requirements
NR	Number
NSC	National Security Council
NSN	National Stock Number
NTC	National Territorial Command
O/H	On Hand
OC	Operations Center
OCCA	Ocean Cargo Clearance Authority
OCHAP	Office of the Chaplain
OCIE	Organizational Clothing Issue Allowance
OCONUS	Outside Continental United States
OCPA	Office of the Chief, Public Affairs
OJE	Operation JOINT ENDEAVOR
OPCOM	Operational Commands
OPCON	Operational Control
OPDEP	Operational Deployment
OPLAN	Operation Plan
OPOLAD	Office of the Political Advisor
OPORD	Operation Order
OPR	Office of Primary Responsibility
OPS	Operations
OPSEC	Operations Security
ORF	Operational Readiness Float

OSWO	Office of Staff Weather Officer
OSCE	Organization for Security and Cooperation in Europe
P-Day	Production Day
PAS	Personnel Accounting System
PAX	Passengers
PID	Plan Identification (also PIN Plan Identification Number)
PL	Public Law
PLA	Plain Language Address
PLL	Prescribed Load List
PLS	Palletized Loading System
PM	Preventive Medicine (also Provost Marshal)
PMCS	Preventive Maintenance Checks and Services
PO	Plans and Operations
POD	Port of Debarkation
POE	Port of Embarkation
POL	Petroleum, Oils, and Lubricants
POMCUS	Prepositioned Material Configured to Unit Sets
PPPO	Personal Property Processing Office
PRC	Purchase Requests and Commitments
PRH	Private Rental Housing
PROVORG	Providing Organization
PSA	Port Support Activity (also Port Services Activity)
PSC	Port Services Contract (also Personnel Services Company)
PSD	Personnel Services Detachment
PSRC	Presidential Selected Reserve Call up Authority
RAMP	Random Antiterrorism Measures Program
RC	Reserve Component
RDA	Requirements, Development, and Analysis
RDC	Rear Detachment Commander
RDD	Required Delivery Date (at destination)
RF	Radio Frequency
RLD	Ready to Load Date (at origin)
RMMT	Rail Movement Management Control Team
RON	Remain Over Night
RP	Release Point
RRT	Rhein River Terminal
RSA	Railhead Support Activity
RSO&I	Reception, Staging, Onward Movement, and Integration
SA	Staging Area
SBSS	Standard Base Supply System
S-DAY	Sustainment Day
SDA	Self-Deploying Aircraft
SETAF	Southern European Task Force
SG	Support Group
SITREP	Situation Report
SOCEUR	Special Operations Command, Europe

SOFA	Status of Forces Agreements
SOR	Statement Of Requirements
SORTS	Status of Resources and Training System
SP	Start Point
SPOD	Sea Port of Debarkation (or SPOE Sea Port of Embarkation)
SRP	Soldier Readiness Processing
SSA	Supply Support Activity
STAMIS	Standard Army Management Information Systems
STANAG	Standard NATO Agreement
STARS	Shipping, Tracking, and Redistribution System
STCCS	Strategic and Theater Command and Control System
STON	Short Ton
SWO	Staff Weather Office
TAA	Tactical Assembly Area
TAC	Transportation Account Code
TAD	Temporary Additional Duty
TAMMC	Theater Army Materiel Management Center
TAT	To Accompany Troops
TB	Technical Bulletin
TC-ACCIS	Transportation Coordinator's-Automated Command and Control Information System
TC-AIMS II	Transportation Coordination Automated Information for Movements Management System
TCATS	The Complete Army Transportation System
TCC	Transportation Component Command
TCDAT	TRANSCOM Deployment Action Team
TCMD	Transportation Control Movement Document
TCN	Transportation Control Number
TF	Task Force
TFE	Transportation Feasibility Estimate
TISA	Troop Issue Subsistence Activities
TLCF	Teleconference
TMCA	Theater Movement Control Agency
TMO	Traffic Management Office
TMP	Theater Movement Plan (also TMP Transportation Motor Pool)
TMR	Transportation Movement Request
TOA	Transfer of Authority
TPFDD	Time-Phased Force Deployment Data
TPFDL	Time-Phased Force Deployment List
TR	Theater Reserve
TTP	Theater Transportation Plan (also TTP Trailer Transfer Points)
TUCHA	Type Unit Characteristic File
UBL	Unit Basic Load
UIC	Unit Identification Code
ULN	Unit Line Number
UMA	Unit Marshaling Area

UMC	Unit Movement Control
UMCC	Unit Movement Control Center
UMD	Unit Movement Data (also UMD Unit Movement Document)
UMNCO	Unit Movement Non-Commissioned NCO
UMO	Unit Movement Officer (also UMO Unit Movement Order)
UPH	Unaccompanied Personnel Housing
USA	Unit Staging Area
USACCE	United States Army Contracting Command, Europe
USACOM	United States Atlantic Command
USAF	United States Air Force
USAFE	United States Air Forces, Europe
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USAREUR	United States Army, Europe
USC	United States Code
USCENTCOM	United States Central Command
USCINCEUR	United States CINC, Europe
USCINCACOM	United States CINC, Atlantic
USCINCTRANS	CINC, United States Transportation Command
USEUCOM	United States European Command
USN	United States Navy
USNAVEUR	United States Navy, Europe
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTC	Unit Type Code
VD94	Vienna Document 1994
VISA	Voluntary Intermodal Service Agreement
WBK	Wehrbereichkommando
WIN	WWMCCS Intercomputer Network
WMPC	War Material Procurement Capability Without
WPS	Worldwide Port System
WRS	War Reserve System
WRSCOM	War Reserve Support Command
WWMCCS	World Wide Military Command and Control System

## DEFINITIONS

Acceptability. The course of action identified will be worth the materiel and time involved.

Adequacy. The scope and concept of a planned operation are sufficient to accomplish the task assigned.

Air Terminal Movement Control Teams (ATMCT). Transportation MC organization, assigned to Transportation BN (MC) or Corps MCC, which arranges transport, coordinates loading, and expedites the movement of personnel and materiel (inbound, intratheater, and retrograde) through Air Force and civilian air terminals. (Army FM 55-10)

Alert Order. A Formal directive issued by the JCS that follows a decision by the NCA that United States military forces may be required; provides essential guidance for planning.

Allocation. (1) The resources provided to the commander of a unified or specified command by the Joint Chiefs of Staff for execution planning or actual execution. (2) When referencing execution planning, the association of ULN to carriers.

Arrival/Airfield Departure Area Control Group (A/ADACG). Provisional organization created from units for a specific mission or period of time that command and control the loading and unloading of their units and/or equipment for arrival and departure operations. (Army FM 55-10)

C-Day. The unnamed day, assumed for planning to be 24 hours in duration, on which movement from origin in a deployment operation in support of a crisis commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements, utilizing any or all types of transport. Movement required for C-Day preparatory actions or pre-positioning of deployment support is expressed as negative days relative to the C-Day (i.e., C-5). For execution, the actual day is established under the authority and direction of the SECDEF. (JSCP, Vol I)

Call. This term applies only to the NG. It refers to the actions of the President, under Chapter 15 or Section 8500 of Title 10, United States Code, ordering any or all of the NG into Federal service. The President issues a call through the Governors of the States concerned regarding domestic emergencies that do not normally involve an external threat to the national security.

CJCS. The principal military advisor to the President, the NSC and the SECDEF.

Closure Shortfalls. The specified movement requirement, or portion thereof, that did not meet scheduling criteria and/or windows. (JOPES PD)

COCOM. The command authority over assigned forces vested in the CINCs by Title 10, United States Code, Section 164, and is not transferable.

Combatant Commander. A commander of one of the unified or specified combatant commands established by the President. (Joint Pub 1-02)

C2 System. The facilities, equipment, procedures, and personnel essential to a commander for planning, directing, and controlling of assigned forces pursuant to the missions assigned. (Joint Pub 1-02)

Commander's Estimate. A logical process of reasoning by which a commander considers all circumstances affecting the military situation and arrives at a decision as to a course of action to be taken to accomplish the mission. A Commander's estimate which considers a military situation so far in the future as to require major assumptions is call a Commander's Long-Range Estimate. (Joint Pub 1-02)

Common-User Lift. USTRANSCOM controlled lift. The pool of strategic transportation assets either government-owned or chartered that are under the operational control of AMC, MTMC, or MSC for the purpose of providing common-user transportation to the DoD across the range of military operations. These assets range from common-user organic or chartered pool on common-user assets available day-to-day to a larger pool of common-user assets phase in from other sources. (Joint Pub 1-02)

Completeness. Each course of action must be technically feasible and answer the questions: who, what, when, where and how.

CONOPS. A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept of operations frequently is embodied in campaign plans and operation plans. In the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The concept is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose. (Joint Pub 1-02)

CONPLAN. An operation plan in concept format. (Joint Pub 1-02)

Conventional Planning and Execution. GCCS command and control application software and databases which are designed to support requirements relating to joint planning MOB, and including plan development, course of action development, execution planning, execution movement monitoring, and redeployment from origin to destination. (JCS Pub 6-0)

Corps Movement Control Center (Corps MCC). The organization that controls and coordinates all deployment and redeployment activities and related movement of supplies, personnel, and equipment associated with the deployment of the Deploying Force and units. The V Corps MCC coordinates with USTRANSCOM and the TCCs (AMC, MTMC, and, MSC) on transportation requirements, priorities, and allocations, as required. The MCC directs all deployment support activities of the MSCs and Deploying Forces/units/detachments and coordinates with supporting organizations/commands in order to meet the deploying Force Commander's priorities. (Army FM 55-10)

COA. The scheme recommended by the Supported Commander, to approving authorities, for accomplishing an assigned task or mission. As a product of the COA development process of JOPES, the Supported Commander's recommended COA will be contained in his Commander's Estimate. The COA will include the concept of operations, evaluation of supportability estimates from supporting organizations, and an integrated time-phased data of combat, combat support, and combat service support forces and sustainment, within the constraints of the time allowed for development. When approved, the COA may become the basis for an OPLAN or OPORD.

COA Development. The process consisting of procedures for the development of military responses which includes, within the limits of the time allowed: establishing force and sustainment requirements with actual units; evaluating the force and transportation feasibility; identifying and resolving resource shortfalls; recommending resource allocations; and producing a COA via a Commander's Estimate that contains a CONOPS, employment concept, risk assessments, COAs, and supporting databases. (JOPES PD)

Crisis. An incident or situation involving a threat to the United States, its territories, citizens, military forces, and possessions or vital interests, that develops rapidly and creates a situation of such diplomatic, economic, political, or military importance that commitment of United States military forces and resources is contemplated to achieve national objectives.

Crisis Action Planning (CAP). The Joint Operation Planning and Execution System process involving the time-sensitive development of joint operations plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis. (Joint Pub 5-03.1)

Critical Items List. A prioritized list, compiled from commanders composite Critical Items Lists, identifying items and weapons systems that assist Services and DLA in selecting systems production surge planning. Items are described at NSN level of detail, by Federal Supply Class, as part of the Logistic Factors File (LFF), that significantly affect the commander's ability to execute his OPLAN.

D-Day. The unnamed day on which a particular operation commences or is to commence. (Joint Pub 1-02)

Deliberate Planning. The JOPES process involving the development of joint operation plans and concept summaries for contingencies identified in joint strategic planning documents. Deliberate planning is conducted, principally in peacetime, in prescribed cycles that complement other DoD planning cycles and conform to the formally established Joint Strategic Planning System. (Joint Pub 5-03-1)

Deployment. The relocation of forces and materiel to desired areas of operations. Deployment encompasses all activities from origin or home station through destination, specifically including intra-CONUS, intertheater, and intratheater movement legs, staging, and holding activities.

Deployability Posture. The stage of a unit's preparedness for deployment to participate in a military operation, as defined by the following five levels:

a. Normal Deployability Posture. Units conduct normal activities. Commanders monitor the situation in any area of tension and review plans. No visible actions are taken to improve postures. Units not at home stations report their scheduled closure times to home stations.

b. Increased Deployability Posture. A unit is relieved from commitments not pertinent to the mission. Personnel are recalled from training areas, pass, and leave as required to meet the deployment schedule. Preparations for deploying equipment and supplies are initiated. Predeployment personnel actions are completed. Essential equipment and supplies located at CONUS or overseas installations are identified.

c. Advanced Deployability Posture. Essential personnel, mobility equipment, and accompanying supplies are prepared for deployment and positioned with deploying units. Units remain at home stations. Movement requirements are confirmed. Airlift, sealift, and intra-CONUS transportation resources are identified, and initial movement plans are completed by the TCCs.

d. Marshaled Deployment Posture. Deploying personnel, mobility equipment, and accompanying supplies are marshaled at designated POEs, but not loaded. Enough aircraft or sealift assets are positioned at, or enroute to, the POE either to lead the first increment or to sustain a flow, as required by the plan or directive being considered for execution. Adequate supporting Airlift Control Elements (ALCEs), staging crews, and support personnel to sustain the airlift flow at onload, en route, and offload locations are positioned as required.

e. Loaded Deployability Posture. All first-increment equipment and accompanying supplies are loaded aboard ships or aircraft and prepared for departure to a designated objective area. Personnel are prepared for loading on minimum notice. Follow-up increments of cargo and personnel are en route or available to meet projected ship or aircraft loading schedules. Sufficient lift is positioned and loaded at the point of embarkation to move the first increment or to initiate and sustain a flow, as required by the plan or directive being considered for execution. Adequate supporting ALCEs, staging aircrews (if required), and support personnel to sustain the airlift flow at onload; en route, and offload locations are positioned as required.

Deployment. In a strategic sense, the relocation of forces to desired areas of operation. (Joint Pub 1-02)

Deployment Planning. Planning for all activities from origin to home station through destination, specifically including intra-CONUS, intertheater, and intratheater movement legs, staging areas, and holding areas. (Joint Pub 5-03-1)

Deployment/Redeployment Preparation Order. An order issued by competent authority to move forces or prepare forces for movement (e.g., increase deployability posture of units).

EAD. A day, relative to C-Day, that is specified by a planner as the earliest date when a unit, a resupply shipment, or replacement personnel can be accepted at a Port of Debarkation or support during a deployment. It is used with the LAD to define a delivery window for transportation planning. (JOPES Users Manual) in the event of an emergency.

Employment. The strategic or tactical use of forces and materiel within an area or theater of operations.

Execute Order. (a) An order issued by the Chairman of the Joint Chiefs of Staff, by authority and at the direction of the SECDEF, to implement a NCA decision to initiate military operations. (Joint Pub 5-03-1) (b) An order issued by a competent authority to initiate operations.

Execution Planning. The phase of the crisis action procedures/time-sensitive planning in which an approved operation plan or other NCA designated course of action is adjusted, refined, and translated into an operation order. Execution planning can proceed on the basis of prior planning or it can take place under a no-plan situation. (Joint Pub 1-02)

F-Hour. The effective time when the Secretary of Defense directs the military departments to mobilize reserve units.

Feasibility. A test to determine whether or not a plan can be accomplished using available resources.

(Joint Pub 1-02)

Force Closure. The point in time when a Supported Commander determines he has sufficient personnel and equipment resources to carry out assigned tasks. (JOPES PD)

Force Module(s). A grouping of combat, combat support, and service support forces, together with their appropriate non-unit-related personnel, and accompanying supplies, for a specified period of time, usually 30 days. Force modules are linked together or uniquely identified so that they may be extracted from, or adjusted as an entity in, the TPFDD to enhance flexibility and usefulness of the operation plan during a crisis. (JOPES PD)

H-Hour. The specific hour on D-Day at which a particular operation commences or is to commence. (Joint Pub 1-02)

Host Nation Support. Civil and/or military manpower, equipment, and facility assistance rendered by a host nation to foreign forces within its territory during times of crisis/emergencies or war, based upon International Standardization Agreements (ISA), joint plans, and contingency contracting mutually concluded between nations. (Joint Pub 1-02)

Implementation. Procedures governing the MOB of the force and the deployment, employment, and sustainment of military operations in response to execution orders issued by the NCA. (JOPES PD)

Indications and Warning. Those intelligence activities intended to detect and report time-sensitive intelligence information on foreign developments that could involve a threat to the United States. (Joint Pub 1-02)

Joint Movement Center (JMC). A focal point where personnel are received, processed, and sent to overseas destinations.

Joint Operation Planning. Planning activities exclusively associated with the preparation of Operation Plans, Concept Plans, Concept Summaries, and Operation Orders for the conduct of military operations by the combatant commanders in response to requirements established by the Joint Chiefs of Staff. It includes contingency planning, execution planning, and implementation planning. Joint operation planning is performed under formally established planning and execution procedures. (Joint Pub (5-03-1)

Joint Operation Planning and Execution System (JOPES). The system that forms the foundation of the United States conventional command and control system consisting of policies, procedures, and reporting systems supported by automation used to monitor, plan, and execute MOB, deployment, employment, and sustainment activities in peace, crisis, and war.

Joint Planning and Execution Community (JPEC). The HQ, commands, and agencies involved in training, preparation, movement, reception, employment, support, and sustainment of military forces assigned or committed to a theater of operations. The JPEC usually consists of the Joint Staff, Services and certain major commands, unified and specified commands and their subordinate commands, and the Defense agencies. (Joint Pub 5-03-1)

Joint Staff The staff of the Joint Chiefs of Staff as provided for under the National Security Act of 1947, as amended. (Joint Pub 1-02)

Joint Strategic Capabilities Plan (JSCP). A biennially published document that provides guidance to the CINCs and the Chiefs of the Services for the accomplishment of tasks based on near-term military capabilities.

Joint Strategic Planning Document (JSPD). A biennially published document that provides the advice of the Joint Chiefs of Staff concerning spares/repair parts to support a specified number of a particular aircraft on a training mission of 15 days duration, at peacetime flying hours, as identified in the appropriate aircraft Weapon Systems Planning Document (WSPD).

Joint Strategic Planning System (JSPS). The primary means by which the Chairman of the Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and the CINCs, carries out his statutory responsibilities to assist the President and Secretary of Defense in providing strategic direction to the Armed Forces, advise them on requirements, programs and budgets, and assess the capabilities of the United States, its allies and potential adversaries. (Joint Pub 5-03-1)

L-Hour. The specific hour on C-Day at which deployment begins.

Latest Arrival Date (LAD). A day, relative to C-Day, that is specified by a planner as the latest date when a unit, a resupply shipment, or replacement personnel can arrive at a Port of Debarkation or support during a deployment. It is used with the Earliest Arrival date (EAD) to define a delivery window for transportation planning.

(JOPES Users Manual)

Level of Detail. Within the joint operational planning and execution systems:

<u>Level</u>	<u>Definition</u>
I	Aggregated. Total number of passengers and tonnages.
II	Summary. Number of passengers and tonnages expressed as bulk, oversized, outsized, and Non-Air Transportable (NAT).
III	Detail by Category. Tonnages and square feet for a cargo category.
IV	Detail by Type Cargo. Quantity by type of equipment, square feet, dimensions, and tonnages.

Lift.

a. Strategic. Air, land, and sea transport assets designated from deploying forces and cargo between theaters of operations or between CONUS and theaters of operations.

b. Theater. Air, land, and sea transport assets assigned to a theater CINC for moving forces and cargo within a theater of operations.

M-Day. The day on which MOB is scheduled to begin.

Major Combat Element. Those organizations and units (e.g., Army division) described in JSCP Volume II, Forces, which directly produce combat capability. The size of the element varies by Service, force capability, and the total number of elements available. (JSCP)

Major Force. A military organization comprised of major combat elements and associated combat support, combat service support, and sustainment increments. The major force is capable of sustained military operations in response to plan employment requirements. (JSCP)

Manifest. A document specifying in detail the passengers or items carried to a specific destination.

(Joint Pub 1-02)

Marshaling. The process of assembling, holding, and organizing supplies and/or equipment, especially vehicles of transportation, and common-user ocean terminals. (JCS Pub 1-02)

Military Objectives. The derived set of military actions to be taken to implement NCA guidance in support of national objectives. Defines the results to be achieved by the military and assigns tasks to commanders.

Military Options. A range of military force responses that can be projected to accomplish assigned tasks. Options include one or a combination of the following: military presence; show of force; demonstration; quarantine; blockade; and force entry. In addition, special operations, such as psychological operations, unconventional warfare, and civil affairs can be employed. (JOPES PD)

MOB. The process of preparing for war or other emergencies by assembling and organizing personnel and materiel for active military forces, activating or federalizing the RC, extending terms of service, surging or expanding the industrial base, and bringing the United States Armed Forces to a state of readiness for war or other national emergency. Involuntary activation of the RC includes the following categories of force activation:

a. Selective MOB. MOB by Congress or the President, of RC units, Individual ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency (e.g., postal strike, flood, earthquake, etc.) that does not involve a threat to the national security.

b. Partial MOB. MOB by the President of not more than 1,000,000 Ready Reservists (units and individual reservists), for not longer than 24 months, and the resources needed for their support to meet the requirements of war or other national emergency involving an external threat to national security. (10 USC 673)

c. Full MOB. MOB by Congress of all RC units in the existing force structure, all individual, standby, and retired reservists; retired military personnel; and the resources needed for their support during the duration of the emergency plus 6 months to meet the requirements of a war or other national emergency involving an external threat to the national security. (10 USC 672)

d. Total MOB. An expansion of the Armed Forces by Congress and the President to organize or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security.

Movement Control (MC). The planning, routing, scheduling, controlling, coordinating, and in-transit visibility of personnel, units, equipment, and supplies moving over Lines Of Communication and the commitment of allocated transportation assets to command planning directives. (Army FM 55-10)

Movement Control Teams (MCT). Normally assigned to the Corps Movement Control Center, Transportation BNs (MC), or TMCA, MCTs decentralize execution of movement responsibilities on an area basis or at key transportation nodes. The three types of MCTs include: MCTs, ATMCT, and the Movement Regulating Team (MRT). MCTs expedite, coordinate, and monitor traffic through the transportation system. They provide mission control of personnel and materiel and the coordination of bulk fuel and water transportation at pipeline and production take-off points. (Army FM 55-10)

Movement Regulating Team (MRT). A MC organization that augments the MCTs, Transportation BNs (MC), Corps MCCs, and TMCAs as necessary to divert cargo, troubleshoot problems, and acts as the commander's eyes and ears. Provides the commander with ability to operate at fixed and remote locations, such as critical highway points, APODs, SPODs, Trailer Transfer Points (TTP), terminal transfer locations, First Destination Reporting Points (FDRP), and railheads

N-Day. The day an active duty unit is notified for deployment or redeployment.

National Command Authorities (NCA). The President and the Secretary of Defense or their duly deputized alternates or successors. (Joint Pub 1-02)

National Emergency. A condition declared by the President or Congress by virtue of powers previously vested in them which authorize certain emergency actions (i.e., partial, full or total MOB of national resources) to be undertaken in the national interest. (Joint Pub 1-02)

National Military Command System. The priority component of GCCS designed to support the NCA and JCS in the exercise of national security policy.

National Security Council (NSC). The President, Vice President, Secretary of State, and Secretary of Defense are statutory members, while the Chairman of the Joint Chiefs of Staff, Director of the Central Intelligence Agency, and the Assistant to the President for National Security Affairs serve as advisors.

National Security Decision Directive. National security policy is developed through the NSC system. Presidential decisions concerning national security issues are documented and implemented using National Security Decision Directives. (JOPES PD)

National Security Interests. The foundation and development of valid national objectives that define United States goals or purposes. National security interests include preserving United States political identity, framework and institutions; fostering economic well being; and, bolstering international order supportive of United States vital interests and those of United States allies.

Noncombatant Evacuation Operations. Operations involving the movement of DoD-sponsored personnel, Department of State-sponsored personnel, other United States Government-sponsored personnel, and United States citizens and designated aliens from a threatened geographic area or theater of operations. (JSCP)

Non-Unit-Related Cargo. All equipment and supplies requiring transportation to an area of operations, other than those identified as the equipment or accompanying supplies of a specific unit (e.g., resupply, military support for allies, and support for nonmilitary programs, such as civil relief). (Joint Pub 1-02)

Non-Unit-Related Personnel. All personnel requiring transportation to or from an area of operations, other than those assigned to a specific unit (e.g., filler personnel, civilians, replacements, temporary duty/temporary additional duty (TDY/TAD), medical evacuees, and retrograde personnel). (Joint Pub 1-02)

No Plan (NOPLAN). Designation for a contingency for which no Operation Plan has been published.

Notification Day (N-Day). The day on which a unit is notified to prepare for deployment or employment. N-Day may be independent of the outbreak of hostilities (D-Day) or MOB (M-day). Also, the number of days prior to deployment day (i.e., N005=C-5).

On-Call. Pre-planned, identified force or materiel requirements without designated time-phase and destination information that will be called forward upon order by competent authority. (JOPES PD)

Operational Control (OPCON). OPCON is inherent in COCOM and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. (Joint Pub 0-2)

Operation Plan (OPLAN). A plan for a single or series of connected operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions and is in the form of a directive employed by higher authority to permit subordinate commanders to prepare supporting plans and orders. The designation “plan” is used instead of “order” on preparing of operations well in advance. An operation plan may be put into effect at a prescribed time, or on a signal and then becomes an operations order. (Joint Pub 1-02)

Operation Order (OPORD). A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. (Joint Pub 1-02)

Organic. Assigned to and forming an essential part of a military organization. Organic parts of a unit are those listed in its table of organization for the Army, and are assigned to the administrative organizations of the operating forces. (Joint Pub 1-02)

Origin. The beginning point of a deployment where unit or non-unit-related cargo and/or personnel are located. (Joint Pub 1-02)

P-Day. The point in time at which the rate of production of one item available for military consumption equals the rate at which the item is required by the Armed Forces.

Planning Order. An order issued by the Joint Chiefs of Staff to initiate planning. The order normally follows the Commander’s Estimate, but usually precedes the Alert Order. NCA approval of a selected COA is not required before issuing a Planning Order. (JOPES PD)

Port of Debarkation (POD). The geographic point (i.e., seaport or aerial port) at which cargo or personnel are discharged. The POD may or may not coincide with a unit’s destination.

Port of Embarkation (POE). The geographic point in a routing scheme from which cargo or personnel depart. The POE may or may not coincide with the origin.

Presidential 200,000 Selected Reserve Call-Up Authority. Activation of not more than 200,000 Selected Reservists by the President, and the resources needed for their support for not longer than 90 days (plus an additional 90 days if warranted) for any operational mission without a declaration of national emergency.

(10 USC 673b)

Procedure. A procedure begins with a specific documentable event that causes an activity to occur. The activity must produce a product that normally affects another external organization. Frequently, that product will be the event that causes another procedure to occur. It is important to recognize that a procedure determines what an organization must do at critical periods, but does not direct how it will be done. (JOPES (PD))

Process. A series of actions or operations conducted to an end. Within JOPES, six processes exist: threat identification and assessment; strategy determination; course of monitoring, and simulation and analysis.

Public. Concept that includes all audiences, internal and external.

R-Day. The days on which redeployment of major combat, combat support, and combat service support forces begins in an operation.

Ready Reserve. Organized in units or as individuals, members of the Ready Reserve are liable for order to active duty to augment the active forces in time of war or national emergency. The Ready Reserve consists of the Selected Reserve, the Individual Ready Reserve, and the Inactive National Guard. (10 USC 268, 672, and 673)

a. Individual Ready Reserve (IRR). A manpower pool consisting principally of individuals who have previously served in the active forces or in the Selected Reserve. The IRR consists of both obligated and non-obligated personnel who have fulfilled their military service commitment. IRR members are liable for involuntary active duty for training and fulfillment of MOB requirements IAW Title 10, United States Code, Section 673. In addition, the IRR also includes some personnel who are participating in officer training programs or in the Armed Forces Health Scholarship Program. All IRR members are in an inactive status.

b. Inactive National Guard (ING). The ING consists of personnel of the Army National Guard Ready Reserve who are in an inactive status. ING members are attached to National Guard units, but do not participate in training activities. Upon MOB, ING members mobilize with their muster once a year with their assigned units.

Regular Retirees. A term used to describe Regular members who have retired from active duty with more than 20 years total active service. Under regulations prescribed by the Secretary of Defense, the Secretary of the Military Department concerned may order a retired member of the Regular Army to active duty at any time. (10 USC 688)

Ready-To-Load Date. The date in the TPFDD when a unit, unit equipment, non-unit equipment, or forces are prepared to depart their origin on organic transportation or are prepared to begin loading on USTRANSCOM-furnished transportation. (Joint Pub 5-03-1)

Required Delivery Date (RDD). A date, relative to C-Day, when a unit must arrive at its destination and complete offloading to properly support the concept of operations. (JOPES User Manual).

Requirements Capability. The capability which provides a JOPES user with the capability to identify, update, review, and delete data on forces and sustainment required to support an OPLAN or COA.

RCs. RCs of the Armed Forces, including the Army National Guard of the United States; the Army Reserve; the Naval Reserve; the Marine Corps Reserve; the Air National Guard of the United States; and, the Coast Guard Reserve. In each RC, three Reserve categories exist: a Ready Reserve, a Standby Reserve, and a Retired Reserve. (10 USC 261 and 267) (Joint Pub 1-02)

Resources. The forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command.

Resupply. Materiel and sustainment needed to support a task force once accompanying supplies are consumed/exhausted.

S-Day. The day the President authorizes Selected Reserve callup (not more than 200,000).

Seaport Of Debarkation. A port designated by the theater combatant commander, in coordination with USTRANSCOM, for the sustained movement of equipment and material into and out of the theater of operations. (Army FM 55-10)

Scheduled Arrival Date. The projected arrival date of a specified movement requirement at a specified location. (JOPES Users Manual)

Schedules. The actual itinerary and cargo details for a carrier. (Joint Pub 5-03-1)

Scheduling and Movement Capability. The capability required by JOPES planners and operators to allow for review and update of movement scheduling data prior to and during implementation of a deployment operation. (JOPES PD)

Selected Reserve. The portion of the Ready Reserve consisting of units and as designated by the Secretary concerned, of individual reservists required to participate in active duty training periods and annual training both of which are in a pay status. The Selected Reserve also includes persons performing initial active duty for training. The Joint Chiefs of Staff have deemed the Selected Reserve so essential to wartime missions that they have priority over all other Reserves. The Selected Reserve consists of the following categories: (10 USC 268)

a. Selected Reserve Units. Units manned and equipped to serve or train as operational or augmentation units. Operational units train and serve as units. Augmentation units train together, but may lose their unit identities when mobilized, being subsumed into an active unit or activity. Selected Reserve Units include trained unit members who participate in unit training activities and full-time support personnel in the Active Guard or Reserve.

b. Individual MOB Augmentees (IMA). Individual selected members of the Reserve not assigned to a Reserve unit. IMAs are trained and preassigned to an active force organization, Selected Reserve, or Federal Emergency Management Agency billet that must be filled on or shortly after MOB. IMAs participate in training activities on a part-time basis in preparation for MOB.

Shortfall. The lack of forces, equipment, personnel, materiel, or capability, apportioned to and identified as a plan requirement, that would adversely affect the command's ability to accomplish its mission. (Joint Pub 1-02)

Sourcing Sustainment. The identification of the actual supplies, their origins, POEs, and movement characteristics to satisfy the planned sustainment requirements for the TPFDD.

Stage. To process, in a specified area, troops which are in transit from one locality to another. (Joint Pub 1-02)

Staging Area. A general locality established for the concentration of troop units and transient personnel between movements over the lines of communication. (Joint Pub 1-02) expectation of their being returned to the Ready Reserve. (Joint Pub 1-02)

Strategy Determination. Procedures for analyzing changing events in the international environment and the development of national strategy to respond to those events. In JOPES, the responsibility for recommending military strategy to the CINC lies with the Joint Chiefs of Staff in concert with the Supported Commands. (JOPES PD)

Strategic Deployment. The five phases (Pre-Deployment Activities, Movement to the POE, Strategic Lift, Reception at the POD, and Onward Movement) of deployment spanning the strategic, operational, and tactical levels of war. (Army FM 55-10)

Suitability. The course of action that will accomplish the identified objectives, mission, or task if carried out successfully. (AFSC Pub 1)

Subordinate Command. A command consisting of the commander and all those individuals, units, detachments, organizations, and/or installations that have been placed under the command by the authority establishing the subordinate command. (Joint Pub 1-02)

Supported Command. The command having primary responsibility for all aspects of a task assigned by the JSCP or by other authority. This term also refers to the command that originates operation plans in response to requirements of the Joint Chiefs of Staff.

Supported Commander. The commander having primary responsibility for a task assigned by the JSCP or by other authority. This term also refers to the commander who implements OPLANs.

Supporting Command. A command that provides augmentation forces or other support to a supported command or that develops a supporting plan.

Supporting Commander. A commander who provides augmentation forces or other support to a supported command or who develops a supporting plan. Includes the TCCs.

Supporting Plan. An operation plan prepared by a supporting command or a subordinate command to satisfy the requests or requirements of the supported command's plan.

Sustainment. The provision of personnel, logistic, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or of the national objective. (Joint Pub 1-02)

Sustainment Records. In TPFDD development, records are built to identify movement requirements associated with materiel required to support a unit after arrival in-theater from the time the prescribed loads and anticipated to be exhausted until regular supply commences.

T-Day. The effective coincident with Presidential declaration of National Emergency and authorization of Partial MOB (not more than 1,000,000 personnel exclusive of 200,000 callup).

Theater. The geographic area outside the Continental United States for which a commander of a unified or specified command has been assigned military responsibility.

Theater Movement Control Agency (TMCA). The executive agent and primary staff element to the Theater Army commander for planning and controlling theater transportation operations. Provides movement management services and highway traffic regulation and to coordinate for personnel and materiel movement into, within, and out of the theater. (Army FM 55-10)

Throughput. The estimated traffic (expressed as an average daily capability of measurement tons, short tons, or passengers) that can be moved into and through a port. The total port movement capability is a function of reception, discharge, and clearance. The smallest of these is the estimated throughput.

Time-Phased Force Deployment Data (TPFDD). The computer supported database portion of an operational plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for an operational plan, including:

- a. In-place units.
- b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation.
- c. Routing of deploying forces and accompanying equipment and supplies.
- d. Movement data associated with deploying forces.
- e. Estimates of non-unit-related cargo and personnel movement to be conducted concurrently with deployment forces.

f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. (Joint Pub 1-02)

Time-Phased Force Deployment List (TPFDL). Appendix 1 to Annex A of the Operation Plan. It identifies types and/or actual units required to support the Operation Plan and indicates origin and Port of Debarkation or ocean area. It may also be generated as a computer listing from the TPFDD. (Joint Pub 1-02)

Transportation BN (MC). A MC organization subordinate to the Theater Movement Control Agency (TMCA) that provides transportation management and MC in a specific transportation movement region. Provides command, control, and supervision of subordinate Movement Control Teams (MCT). (Army FM 55-10)

Transportation Closure. The actual arrival date of a specified movement requirement at POD. (JOPES PD)

Transportation Component Command. The component commands within USTRANSCOM (AMC, MTMC, and MSC).

United States National Objectives. Those fundamental aims, goals, or purposes of a nation, as opposed to the means for seeking these ends, toward which a policy is directed and efforts and resources of the nation are applied. (Joint Pub 1-02)

USAREUR Joint Transportation Board (JTB). The USAREUR JTB establishes policies concerning the prioritization and use of organic, commercial, and common-user transportation. It is chaired by the DCSOPS with senior officers from the HQ USAREUR staff.

USAREUR Movement Control Board (MCB). The USAREUR Movement Control Board analyzes and prioritizes competing deployment transportation requirements. ODCSOPS USAREUR chairs it with representatives from the HQ USAREUR staff and the MSCs.

USTRANSCOM Coordinating Instructions Instruction that establish suspense dates for selected members of the JPEC to complete updates to the OPLAN database. Instructions will include the target date movement requirements that will be validated and available for scheduling. (JOPES PD)

ANNEX Z TO 26<sup>TH</sup> AREA SUPPORT GROUP DEPLOYMENT/REDEPLOYMENT SOP  
DISTRIBUTION

For Action:

- 1 – Each Staff Section, 26<sup>th</sup> ASG
- 2 – Commander, 233d BSB
- 2 – Commander, 293d BSB
- 2 – Commander, 411<sup>th</sup> BSB
- 2 – Commander, 415<sup>th</sup> BSB

For Information:

- 1 – HQ, USAREUR (G3)
- 1 – HQ, V Corps
- 1 – HQ, 21TSC
- 1 – HQ, 5TH Sig
- 1 – Commander, 1<sup>st</sup> PERSCOM
- 1 - Commander, 43d Signal Battalion
- 1 - Commander, 102d Signal Battalion
- 1 – Commander, Rhine River Terminal
- 1 – Commander, MCT Darmstadt
- 1 – Commander, MCT Mannheim
- 1 – Commander, MCT Kaiserslautern
- 1 – Commanders, Deploying and Redeploying units
- 1 - Copy maintained for reading at movement sites