

CHAPTER 3

MOBILIZATION

"It was a period of colonial expansion and conflict of interest among the great powers. War raged practically all over the world, except in the British Isles and in the Scandinavian Peninsula. But the expert juggling of British diplomacy, self-interested in the maintenance of the balance of power, went far to prevent the numerous minor conflicts from spreading international conflagrations, such as those of the periods immediately preceding and following. Queen Victoria's reign would go down in history as that of the Pax Britannica."
(R. Ernest Dupuy and Trevor N. Dupuy,
The Encyclopedia of Military History)

The military strategy places an enormous premium on the ability of the United States to generate forces. For the US Army, mobilization is the process by which it provides the supported combatant commander with three basic components required for mission accomplishment: forces (units), manpower (individuals), and logistics support. Mobilization is a phased process designed to be concurrent and continuous, rather than sequential. It is designed to rapidly expand and enhance the response capability of the Army in support of a military response to a crisis or natural disaster.

Although mobilization pertains to both the active and reserve component (AC and RC) structure, the primary emphasis is directed to the Army Reserve structure. To achieve mobilization, the NCA has the option to exercise, with the concurrence of the US Congress, one or more of the five authorized levels of mobilization. This chapter addresses the authority and levels of mobilization, the five-phased mobilization process, requirements determination (forces, manpower, and logistics), resources available to mobilize, and premobilization planning.

MOBILIZATION AUTHORITY

Mobilization authority is cited under applicable sections of United States Code (USC), Title 10. Law and policies are designed to differentiate between pre-mobilization options and mobilization force expansion options.

Certain policies and programs which instantly increase unit resources and readiness are available only

when the President authorizes the mobilization of the reserve components of the military service or alerts the AC concurrent with a declaration of national emergency or war.

The levels of mobilization are not necessarily sequential. Prior to the authorization of any mobilization level, the active Army can be augmented by retirees and RC volunteers to perform any operational mission.

Five ARNG personnel of the 228th Signal Brigade (South Carolina Army National Guard) were the first volunteers deployed to Operation Desert Shield.

On the third day of Operation Just Cause, the US Army Reserve was tasked to form a joint staff civil-military operations task force (CMOTF). Since the NCA had not authorized any call-up or mobilization of reserve units, this organization had to be filled with volunteers from USAR civil affairs units and the Individual Ready Reserve. From over 700 volunteers, 311 reservists were selected for this mission and deployed to Panama.

Retired members with 20 years or more active duty service can be recalled involuntarily under 10 USC 688(a) by direction of the Secretary of the Army at any time. Any reserve member may also volunteer under 10 USC 672(d) to augment the active Army. Budgetary constraints, length of tour, and, in the case of retired members, end-strength ceilings also impact on this decision process. Figure 3-1 provides a summation of various mobilization authorities.

DELEGATION OF AUTHORITY

During a crisis situation, starting with the PSRC and/or partial mobilization, those authorities maintained at HQDA and MACOM level for emergency actions need to be provided to installations to increase the installations' abilities to provide mission support consistent with the situation and current directives. To assist in this action, installations maintain a list of those authorities which could provide more flexibility in supporting the mission.

FUNDING AUTHORITY

When RC units are ordered to active duty, funding authority remains in formal AC channels and is accounted for under normal procedures unless otherwise directed. RC appropriations will fund all actions between the time of alert and the time the units enter active duty. Following entry on active duty, Operation and Maintenance, Army (OMA) or Military Personnel

Appropriations (MPA) funds will fund RC units while they are on federal active service.

The appropriate supporting installation (IAW AR 5-9¹) will provide OMA funding from the effective date of the mobilization order until the RC units depart for their mobilization stations. Thereafter, the mobilization stations provide funding primarily from OMA and MPA funds. The reserve appropriation (Operations and Maintenance, Army Reserve [OMAR]; Operation and Maintenance, National Guard [OMNG]; and RPA/National Guard Personnel Army [NGPA]) will resume funding of RC units once they are released from active duty service.

MOBILIZATION LEVELS

A key aspect of the mobilization level concept is the graduated mobilization response. GMR is a flexible decision making process. It triggers five levels of response options which can be adjusted to the degree of severity and ambiguity of warning indicators or an event. These options allow the government to take small or large, often reversible, steps to increase our national security emergency preparedness posture.

GMR actions enhance deterrence, mitigate the impact of an event or crisis, and significantly reduce the lead time associated with a mobilization if the crisis intensifies. When planning, commanders should understand that a lower level of mobilization does not necessarily precede a higher level of mobilization.

PRESIDENTIAL SELECTED RESERVE CALL-UP

By executive order, the President may augment the active duty forces for an operational mission with up to **200,000** members of the Selected Reserve of the armed forces for 90 days, with an extension of up to 90 additional days. Units and individuals of the Selected Reserve may be involuntarily called up under provisions of 10 USC 673(b). The President may also consider using volunteers under 10 USC 672(d) and/or activating retirees under 10 USC 688.

A PSRC does not require a declaration of national emergency; however, the President must report to Congress within 24 hours on the current situation and anticipated use of the forces called.

¹Intraservice Support Installation Area Coordinator, 1 March 1984.

SITUATION	ACTION REQUIRED	AUTHORITY	PERSONNEL INVOLVED	REMARKS
1. Any requirement	Operation order	Commander-in-chief	Active duty force.	Used for any military purpose
2. Any level of emergency	Publish order to active duty.	10 USC 672 (d) 10 USC 688 (a)	Volunteers from National Guard and Reserves. Retired members of the Regular Army and Army Reserve with 20 years of active service. May be ordered to active service involuntarily.	May be used for any lawful purpose. Consent of the governor is required for ARNG members serving under 10 USC 672 (d).
3. Operational mission requiring augmentation of active force (Presidential Selected Reserve Call-up)	Presidential Executive Order	10 USC 673 (b)	Units and individuals of Selected Reserve (NG & USAR); limited to 200,000 (all services) for up to 90 days and extendable for another 90 days.	President must report to Congress within 24 hours of circumstances and anticipated use of forces. May not be used in lieu of a call-up (10 USC 331 et seq, 3500, 8500) or for disaster relief.
4. Contingency operation, war plan, national emergency (partial mobilization)	Presidential proclamation of a national emergency and executive order	10 USC 637	Ready Reserve units and Individual Ready Reserve (NG and USAR); limited to 1,000,000 (all services) for up to 2 years.	President may extend appointments, enlistments and periods of service when Congress is not in session. 10 USC 671 (b).
5. War or national emergency (full or total mobilization)	Passage of a public law or joint resolution by the Congress declaring war or national emergency	10 USC 671 (a) 10 USC 672 10 USC 674 10 USC 675	National Guard and Reserve units, Individual Ready Reserve, Standby Reserve, members of Retired Reserve. No numerical or time limitation unless established by Congress	May extend enlistments in Regular and Reserve forces and extend period of active service for duration of the war plus 6 months
6. Domestic emergency. 10 (Selective mobilization)	Presidential proclamation to disperse under 10 USC 334 and executive order under 10 USC appropriate to purpose of the call	10 USC 3500 10 USC 8500 10 USC 331 10 USC 332 10 USC 333	National Guard and Reserves	May be used for Federal aid to states in case of insurrection (10 USC 331); to enforce federal authority (10 USC 332); to suppress interference with state and federal law (10 USC 333).

Figure 3-1. Mobilization Authorities

PARTIAL MOBILIZATION

Partial mobilization requires a presidential or congressional declaration of a state of national emergency. A partial mobilization may occur without a PSRC. Under a presidential declaration of national emergency (10 USC 673), up to one million members of the Ready Reserve may be mobilized/recalled for up to 24 months. A congressional declaration of national emergency and subsequent reserve mobilization under 10 USC 672(a) is not limited to a specific number of reservists or length of tour unless specified in a congressional resolution.

FULL MOBILIZATION

Full mobilization authorizes the call-up of all forces in the current force structure to active duty, fully equipped, manned, and sustained. Planners for full mobilization assume that actions for PSRC and/or partial mobilization have been completed and that Congress has declared that either a state of national emergency or war exists (10 USC 672(a)).

DOD and other federal agencies will initiate industrial mobilization and support to allies as required. All RC units and individuals of the IRR, Standby, and Retired Reserve may be ordered to active duty. The length of service is for the duration of the war or emergency and for six months thereafter (10 USC 671(a), 672(a), 675, and 688).

TOTAL MOBILIZATION

Total mobilization expands the active armed forces by organizing and activating additional units beyond the existing approved troop structure when responding to requirements exceeding the current troop structure. All additional resources needed, including production facilities, may be mobilized to support and sustain the armed forces.

SELECTIVE MOBILIZATION

Selective mobilization is an expansion of active duty forces in response to a peacetime domestic crisis. The President, or Congress, upon special action, may order expansion of the active duty forces by mobilizing units and individuals of the Selected Reserve to protect life, federal property, and functions or to prevent disruption of federal activities. An example of this authority was in early 1970 when RC units were mobilized as part of Operation Graphic Hand.

Operation Graphic Hand was an execution of an augmentation plan designed to augment the US Post Office in response to postal strikes. The National Guard was called into federal service to suppress insurrection, unlawful obstruction or rebellion, conspiracy, and infringements of civil rights and to repel invasion or execute the laws under the legal authorities of 10 USC 331, 332, 333, 3500, and 8500.

In May 1992 elements of the California National Guard were federalized in response to the Los Angeles riots as part of Operation Garden Plot. Federalization, in this case, provided unity of command for active components and ARNG units deployed to Los Angeles.

MOBILIZATION PHASES

The five phases of mobilization are planning, alert, home station (HS), mobilization station, and port of embarkation (POE). See Figure 3-2.

PHASE I - PLANNING

This phase concerns all AC and RC efforts during peacetime to plan, train, and prepare to accomplish assigned mobilization and deployment tasks. Force planning is a process designed to identify combat, CS, and CSS forces and to identify logistics requirements to support the combatant commander's OPLAN.

During Operation Desert Storm, the most significant expansion of a major subordinate command in VII Corps was in the 2d COSCOM. The austerity of the Southwest Asia theater and the corps tactical mission presented challenges that 2d COSCOM did not have in Europe. Major organizational adjustments, formation of provisional organizations, and recruitment and placement of key personnel allowed the COSCOM to expand in Southwest Asia to an operating level of over 25,000 soldiers.

Other corps forces, including military police, engineer, signal and military intelligence units, expanded to more than double their USAREUR size.

Force structure requirements must also include identification of resources (forces [units], manpower [individuals], and logistics) to allow supporting commanders to meet their mission, that is, for units to expand the training base (USAR training divisions and reception battalions); operate the CONUS CRCs, ports, and Army medical treatment facilities; and perform installation backfill and expansion.

Commanders, joint and service planners on the Army staff, MACOMs, and planners down to battalion and installation levels are responsible for planning and executing mobilization and deployment. This responsibility includes —

- Maintaining and improving combat readiness posture.
- Preparing mobilization plans and files as directed by higher headquarters.
- Providing required data to the mobilization station (MS).
- Ensuring unit movement data (UMD) accuracy.
- Conducting mobilization and deployment training as required.

Advance preparation that addresses the total spectrum of possible military operations will ensure effective and efficient mobilization of units, individuals, and logistics.

Support Planning

During the concept development phase of the deliberate planning process, the combatant commander provides his OPLAN concept of support planning guidance, which defines the project length of operation, force requirements, strategic lift requirements, supply buildup requirements, and anticipated supply priorities.

The OPLAN identifies key factors such as transportation priorities, available common- and cross-servicing command agreements, formalized bilateral and multi-lateral support agreements, personnel attrition factors, and ports of debarkation for planning strategic lift of forces and sustainment. Annex B of the JSCP provides logistics planning guidance for the CINC and identifies expected critical items.

Mobilization of Forces (Units)

Planning for mobilization of units must take into account the operational requirements, training requirements, equipment status, readiness of the units to be mobilized, and the impact of mobilization on soldiers, their families, and the community. Annex N of the JSCP provides mobilization planning guidance for synchronizing planning activities. Units will experience different levels of readiness due to structural changes, personnel posture, equipment transition, and training status. Units may have a number of untrained soldiers awaiting initial entry training, split-option trainees, and other nonmilitary occupational specialty (MOS)-qualified soldiers. Planning must include replacements for nondeployables whose condition cannot be corrected prior to unit deployment.

Logistically, units may lack all authorized equipment and supplies. They may be deficient in prescribed load lists (PLLs) or have a shortage of authorized equipment and supplies. These are inherent problems that unit commanders must contend with, and planners and installation commanders should understand as much. Commanders must plan for filling units that have some nondeployable soldiers and determine the disposition of nondeployable soldiers prior to their departure from the mobilization station.

Installations must plan for equipment transition and training and the additional resources required to conduct training. MACOM directives should detail all administrative, logistics, and training actions required to manage units in peacetime and to transition RC units to active duty. Installations should plan to effectively use nondeployables in CONUS/OCONUS sustaining positions. Effective planning and preparation will ensure rapid mobilization and subsequent rapid deployment.

The 265th Engineer Group (Georgia Army National Guard) and the 212th Engineer Company (Tennessee Army National Guard) were federalized on 21 November 1990. They completed validation, deployed, and closed into the Southwest Asia theater of operations in support of Operation Desert Shield on 12 December 1990. This process took a total of only three weeks as compared to the typical minimum of six weeks.

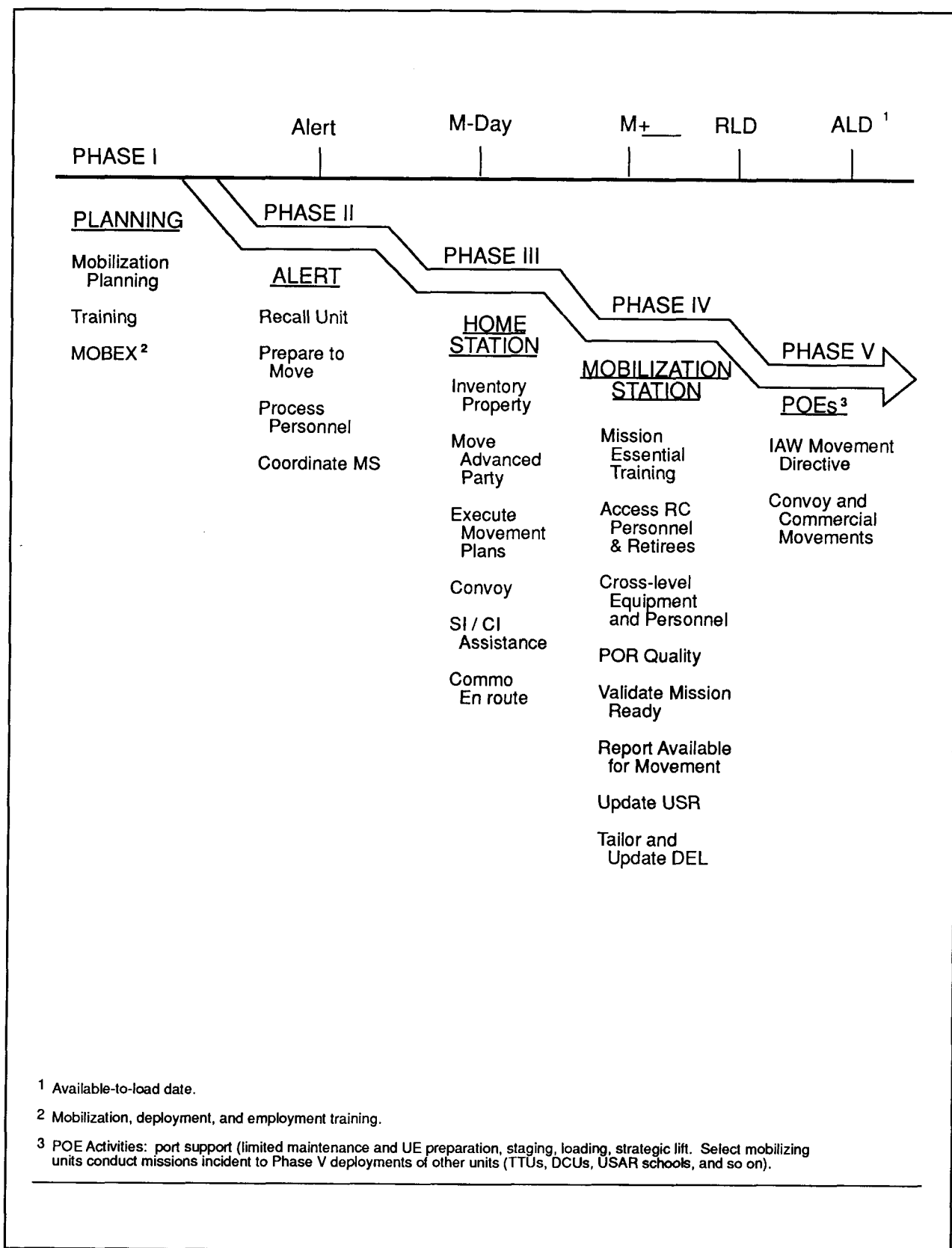


Figure 3-2. Mobilization Process

Units without heavy equipment can be ready even quicker. The first US Army Reserve Civil Affairs companies needed in Southwest Asia were deployed less than a week after their activation. The average time between activation and deployment for Army Reserve units was 29 days.

During the planning phase, each unit completes as many administrative and personnel processing actions as possible before being ordered to active duty, for example, completion of all medical, dental, financial, and legal requirements. Family support activities and plans are also a major consideration. Specifically, for RC units, plans for follow-on phases must include —

- Completion of administrative actions necessary to incorporate reserve units into the active Army.
- Unit movement planning that provides ready movement to MS with associated ADP products to support strategic deployment of the unit.

Mobilization of Individuals

Based on the mobilization authorities expected, manpower planners assess the projected availability of pretrained and untrained military manpower as the military operation escalates through the various GMR options. Some categories of manpower are available without additional mobilization authority and can be planned for in the early stages of a crisis or operation. These categories include —

- Active duty soldiers in the trainee, transient, holdee, and student (TTHS) account.
- Volunteers from AC or RC units or activities.
- Volunteers and involuntarily recalled retirees.
- Volunteers from the IRR and Army civilians.

As a general rule, members of the IRR will be mobilized at installations that have the capability to provide them with required clothing issues and the training necessary to recertify them in their MOS and common soldier skills. Once certified (or trained), these soldiers are available for assignment. Other individuals, such as IMAs, civilians, and retirees recalled to active duty, report directly to their mobilization station and duty assignment.

Planners who plan for use of these soldiers must consider the manpower ceiling limits that may be in place in the early stages of a crisis or operation. Other categories of manpower require action of a presidential or congressional declaration of national emergency or war.

Logistics

Commanders and planners must look beyond mobilization. They must project the unit's theater requirements and provide the required support. In many cases a deploying unit should be able to sustain itself for a period of time after arrival within the theater. However, planners must consider those units deployed without all their authorized equipment and supplies.

Planners may include pre-positioned war reserve stock (PWRS) in the theater, at POEs, or afloat, thereby reducing logistical requirements and providing earlier force closure for stabilization operations. Planners should consider host nation support as a resource if appropriate.

Deploying task forces must carry some capability for self-sustainment. Armywide standards for consumable stocks for deploying units are based on doctrine and CINC OPLANs. Pre-positioned logistics may augment the supplies and equipment that accompany deploying units.

Initially deploying task forces may be confronted with virtually no logistics support in the AO. As the infrastructure and supply levels in the AO improve, the level of unit-based logistics effort may be eased as air and sea LOCs close for specific classes of supply. Total asset visibility and in-transit visibility of equipment and supplies is required to efficiently support this process.

Planners must consider the possibility of units being mobilized without an authorized stockage list/prescribed load list.

The 1072d Combat Service Support Company (Maintenance Nondivisional, Direct Support), Michigan ARNG, was called into federal service on 7 January 1991 and deployed to Germany on 22 January 1991. The unit was originally assigned on orders to the 2d Corps Support Command (COSCOM), VII Corps. In that most of VII Corps deployed to Southwest Asia, HQ VII Corps maintained that the 1072d belonged to V Corps, while V Corps maintained that it was a VII Corps unit. In an effort to resolve the confusion, 3d COSCOM, V Corps, purchased the 1072d's authorized stockage list (ASL) from the 2d COSCOM, VII Corps.

Using service planning guidelines and service doctrine, support planners determine the quantities of supplies and services identified by a broad category to support a major regional contingency (MRC) or a lesser regional contingency (LRC). When strategically deploying supplies, one must remember that sustainment supplies do not necessarily originate or follow the same LOCs that units and personnel use. Some supplies (POL and ammunition) require special facilities and cannot be off-loaded at some ports without significant disruption of port activity.

Additionally, the expected intensity of conflict and regional peculiarities may affect levels of certain commodities, services, or closures of supply. Before OPLAN completion and definitely before OPORD execution, logistics and personnel planners attempt to refine these requirements for strategic lift. This refinement is an iterative process that continues to ensure that the commander's intent and priorities are met.

Support requirements include supplies, equipment, materiel, and replacement personnel for the forces. Requirements include civil engineering, medical, special, and enemy prisoner-of-war (EPW) materials and civil affairs supplies and equipment. (These requirements include support for displaced civilians and refugees.) Support planning is complete when all significant supplies, equipment, and personnel requirements have been determined, consolidated by the joint force command (JFC), and entered into the TPFDD.

Though host nation and contract support (sustainment support, facilities, labor, and services) reduce strategic lift requirements for CSS units, they demand the JPEC community to program early deploying personnel who are authorized to purchase goods and services, let contracts, and render payments. When strategically deploying supplies, one must remember that sustainment supplies do not necessarily originate or follow the same LOCs since some supplies (POL and ammunition) require special facilities and cannot be off-loaded at some ports without significant disruption of port activity. The JFC competes with time in having available and sustainable the appropriate mix and quantity of forces.

Planners must identify joint and/or combined logistics requirements as quickly as possible so that scarce resources can be distributed throughout the force. The supported CINC can establish an executive agency to meet the demands of joint and/or combined operations. The logistics structure and service component logistics C² headquarters is essential for operational and tactical planning and execution.

Theater logistics planners must establish a theater distribution plan as soon as possible. Establishing priorities helps reduce competition for strategic lift and defines TPFDD sustainment requirements. Planners must include Army operational level logistics and support units in deployment plans to ensure logistics support ashore.

Many Army logistics and support units will likely have joint and possibly combined logistics responsibilities. Command, control, and composition of EAC logistics units are tailored for the situation. At the EAC level, commanders and planners must take maximum advantage of available host nation infrastructure and contracted logistics support. In noncombat, nation assistance missions, elements from COSCOMs may be the predominant mobilized and deployed forces.

Maximum advantage must be taken of available host nation infrastructure and contracted logistics support.

In that a "known" host nation support infrastructure existed within South west Asia, that is, ports and airfields, the early mobilization of some types of support units was not required.

Family Support

A critical component in planning for mobilization is the requirement to provide family support activities. Installation or unit commanders should implement, reevaluate, or adjust, as necessary, family care plans to provide adequate care for dependent family members of single parents and dual military service couples. Continued family support is required not only for families of soldiers assigned to the installation but also for families of RC soldiers, DA civilians, and other service members' families. Active installations or family assistance centers established by other commands may assist these families.

Installation commanders are required to provide family support for families of active component soldiers assigned to the installation and for families of reserve component soldiers, DA civilians, and other service members' families.

With the significant influx of mobilized soldiers at Fort Bragg, NC, the installation was required to significantly expand family support services to support family members of recently mobilized soldiers.

PHASE II - ALERT

This phase of mobilization begins when a unit receives notice of a pending order. To ease the burden on mobilization stations after partial mobilization is declared, state area commands (STARCs) and Army Reserve commands (ARCOMs), after approval by DA DCSOPS, cross-level individuals and equipment from within their state or region to bring alerted units to minimum deployability criteria. When these commands initiate cross-leveling, they must notify the appropriate chain of command, to include DA DCSOPS. Figure 3-3 shows the mobilization notification process.

Actions to complete the administrative and personnel processing actions begun in Phase I are implemented. Completion of these actions, which include final screening, are essential during the alert phase. This phase ends with the RC unit's entry on active duty at the home station or in the case of an AC unit, preparation for deployment. DA, through PERSCOM and ARPERCEN, will plan to fill individual requirements from the IRR and Retired Reserve.

PHASE III - HOME STATION

This phase begins with the RC unit's entry on active federal duty and/or the AC preparation for deployment. In some cases the HS may serve as an appropriate mobilization station, thereby permitting direct movement to the POE. Inventory of unit property, dispatch of an advance party to the MS, and loading out-either on organic equipment or on designated movement vehicles-are provided through coordination with the STARC defense movement coordinator (DMC), unit movement coordinator (UMC), ITOs, and MTMC.

Units with early deployment missions may be required to go directly from their home station to the POE. Therefore, home stations may serve as appropriate mobilization stations.

The advance party of the 1185th Transportation Terminal Unit (TTU) was already on its way to annual training (AT) at Wilmington, NC, when the unit got word that they were being diverted to Savannah, GA, to outload the 24th Infantry Division (Mechanized) for duty in the Persian Gulf. The USAR unit from Lancaster, PA, immediately departed for Savannah and began loading military equipment and cargo. As their two-week AT drew to a close, the President had not yet invoked the authority to recall the Selected Reserve. Based on MTMC's concern that it could not meet the 24th Division's deployment schedule without the continued support of the 1185th, the unit's AT period was extended 30 days. Finally, on 27 August, the unit was recalled to active duty under the PSRC, and the outload of the 24th Division was completed several days ahead of schedule. It then operated several other gulf and east coast ports until it deployed to Rotterdam to load out one-third of VII Corps for Saudi Arabia. Finally, eleven months after leaving home for a two-week training period, the 1185th TTU was returned home and demobilized.

During this phase, units take actions to speed transition to active duty status. Units required to convoy to the mobilization station request convoy approval from the state movement control center, which provides an approved convoy movement order using mobilization movement control. This phase ends when the unit arrives at the MS or is deployed.

Identification of shortages of critical personnel and equipment must be completed at the home

station to ensure an efficient transition to active duty.

In the case of the Army Reserve's 138th Aviation Company (EW) from Orlando, FL, it was not the shortage of equipment that caused a problem, but the required changeover of equipment. The unit's combat intelligence systems had been replaced with systems more appropriate to the counterdrug missions they had been performing for Joint Task Force 6. Within 30 days of its activation, the 138th disengaged from the drug war, reinstalled its modified table of organization and equipment (MTOE) electronic warfare gear, self-deployed to Saudi Arabia, and initiated signals intelligence (SIGINT) operations against Iraq.

The 199th Medical Company (Air Ambulance), Florida Army National Guard, was mobilized on 1 February 1991 to support Operation Desert Storm. The unit's mission was to provide aeromedical evacuation site support from Fort Bragg, Fort Stewart, Fort Pickett, Charleston Air Force Base, and Cherry Point Marine Corps Air Station. However, the company had limited experience for this medical evacuation mission. Only three months prior to this assignment, the company had been converted from a combat assault company to an air ambulance company. The company found itself short in qualified flight medics and flight operations specialists. Additionally, it did not have the required medical equipment sets and was short 3 aircraft, 12 rescue hoists, and a wrecker. The company was augmented by a detachment from the Kentucky Army National Guard in order to perform its assigned mission.

PHASE IV - MOBILIZATION STATION

This phase begins when the unit arrives at the mobilization station or mobilization site and encompasses all actions required to meet deployment criteria or other unit validation criteria, resulting in assurance of the unit's mission capability. Depending on the situation, units may or may not move through a fully established mobilization station.

Upon arrival of an RC unit, command of the unit passes, with the exception of ARSOF units, from the CONUSA to the installation of appropriate authority. Actions include processing personnel and equipment. Necessary individual and collective training are conducted and may vary as evaluations and circumstances dictate. To ensure sufficient time to accomplish all tasks, MS commanders should verify any training and/or processing completed at the HS to preclude repeating such training and/or processing at the MS. Additional training may vary as evaluation dictates. The goal of the unit during this phase is to achieve mission capability in the shortest possible time consistent with its planned deployment.

The primary objective of all actions at the mobilization station is to achieve mission-capable status in the shortest possible time.

Within 18 days of its activation, the 3d Battalion, 87th Infantry, an Army Reserve unit headquartered at Fort Collins, CO, was validated and deployed to Europe to replace VII Corps elements departing for Southwest Asia. This was the only reserve component combat maneuver unit mobilized during Operation Desert Storm.

By 15 December 1990 (within 24 days after activation), the 142d Field Artillery Brigade (Arkansas National Guard), had all of its equipment at the port of embarkation

(Galveston, TX). At the mobilization station, the unit borrowed equipment to conduct training and validation efforts. On 16 January 1992, the brigade deployed to Southwest Asia.

All units must conduct and continually update preparation for overseas movement (POM) and Soldier Readiness Program activities. Unit preparation includes using the TC ACCIS to maintain and update unit movement data based on equipment/personnel deployment preparation activities.

This phase terminates when the unit arrives at the POE. Nondeployers report directly to their mobilization stations or mobilization sites and are assigned to their gaining MACOM for mission assignment. Unit members at mobilization sites are accessioned to active duty through coordination with the unit's supporting installation.

To expedite deployment, all units must be prepared to successfully complete soldier readiness and POM activities at the mobilization station.

The 217th Maintenance Battalion (DS/GS), Arkansas National Guard, mobilized for Operation Desert Storm and experienced significant problems at the mobilization station. Upon arrival, the unit was identified as being "short" many critical items of equipment. These items had to be procured from both the active military and reserve units from other states. Additionally, personnel screening was not conducted prior to arrival at the mobilization station, which resulted in some personnel not being able to deploy. Wills and powers of

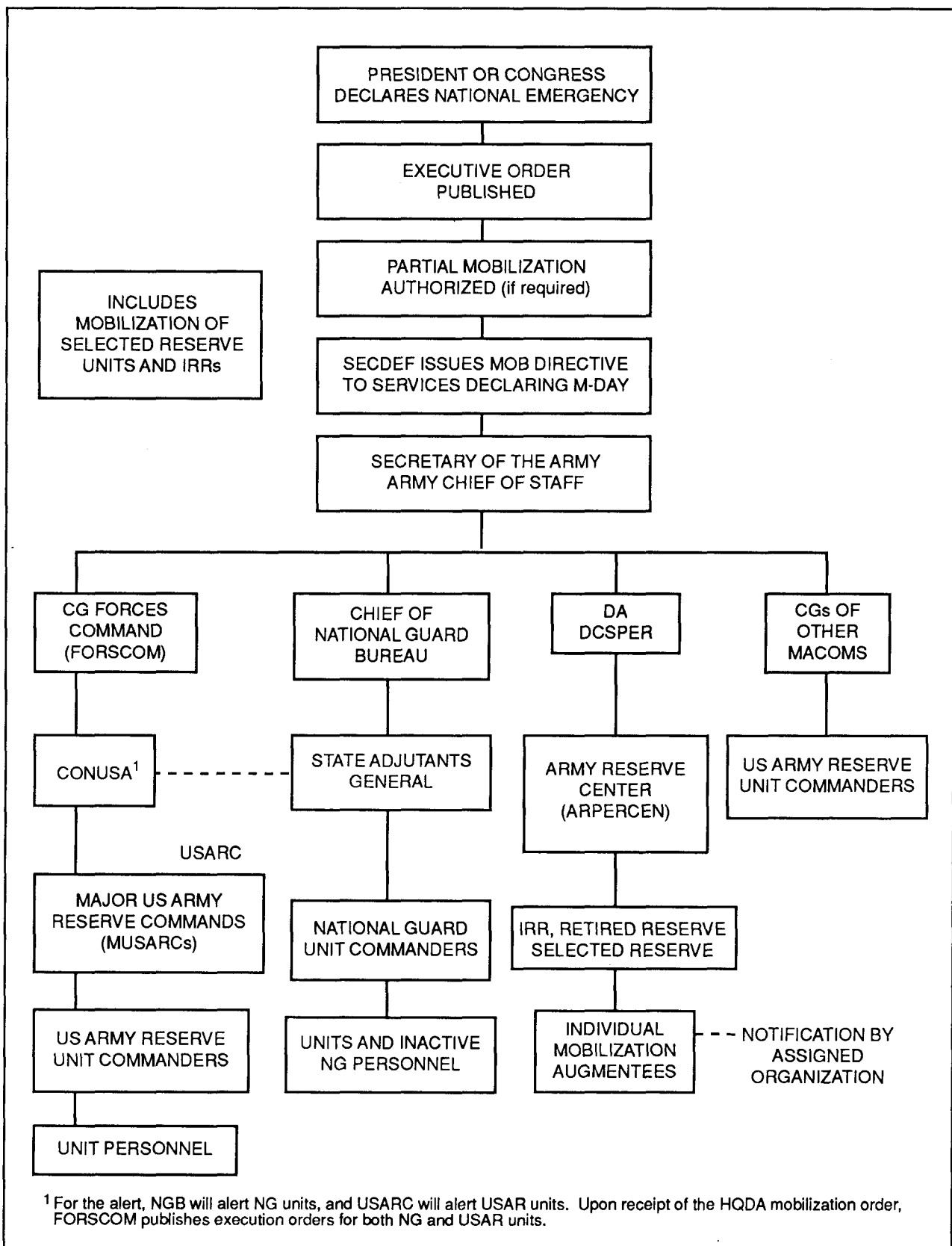


Figure 3-3. Mobilization Notification Process

attorney were also not created at the HS and required significant effort at the mobilization station. Incompatible automated personnel systems between active and reserve forces also caused duplication of records and efforts.

PHASE V - PORT OF EMBARKATION

This phase begins with arrival of the unit at its POE. Actions at the SPOE or APOE include preparing and loading equipment, as well as manifesting and loading personnel. The POE phase ends with departure of personnel and equipment from the POE.

FORCE REQUIREMENTS

Force requirements to support specific OPLANs are identified through the joint planning process. The JSCP apportions the notional major combat unit types (above-the-line forces) available to the combatant commander. The services/forces specify the actual units which will be provided to the combatant commander, as well as the required CS/CSS units (below-the-line forces).

CAPSTONE ALIGNMENT

The Army CAPSTONE Program organizes and integrates active and reserve units to meet Total Army wartime requirements. CAPSTONE alignments are a direct result of the deliberate planning process and support the execution of the approved OPLANs. CAPSTONE aligns units based on HQDA guidance and combatant commander stated requirements and priorities for resourcing as listed on the approved OPLAN TPFDD.

Of the 145,000 soldiers assigned to VII Corps at peak strength during Operation Desert Storm, less than one third deployed under VII Corps control. Nearly half of the Corps strength, including critical combat support and combat service support (CSS) units deployed from CONUS and OCONUS locations.

The CONUS sustaining base units are those units identified as necessary to run the CONUS sustaining base and support the mobilization concept. During contingency operations, the combatant commander's operational requirements will determine the forces allocated for a specific operation.

ROUNDOUT UNITS

Roundout is a program where a unit from one Army component is organizationally aligned to a unit from another Army component to complete the organic structure of that parent unit. A roundout unit brings understructured units in another component to a designated MTOE organizational structure.

Roundout units are assigned a priority for allocation of resources through the DAMPL. DAMPL priority is consistent with the unit's strategic force package as published in The Army Plan (TAP).

Roundout units are organized and equipped the same as the parent unit. According to the supported CINC priorities, CONUS units programmed as roundouts for CONUS-based parent units will deploy with the parent unit or as soon as possible. CONUS units programmed as roundouts for OCONUS-based parent units will deploy according to supported CINC priorities.

RC units designated as roundout to CONUS AC units will receive Directed Training Association (DTA) sponsorship from the parent AC unit. FORSCOM prescribes DTA sponsorship for RC units roundout to another RC unit or roundout to an OCONUS AC parent unit.

ROUNDUP UNITS

Roundup is a program wherein an RC unit is organizationally aligned to a fully structured AC unit to provide the parent unit robustness and increased employment flexibility.

Roundup units are assigned a priority for allocation of resources through the DAMPL. DAMPL priority will be consistent with the unit's strategic force package as published in the TAP. Roundup units receive DTA sponsorship from the parent AC unit.

Roundup units may be employed as a separate unit; however, they are aligned as a doctrinal fourth maneuver brigade to an active Army division.

Although extraordinary measures were taken to ensure the combat readiness of the three roundout brigades, they were able to reach deployable status much quicker than any previous mobilization.

INDIVIDUAL MANPOWER REQUIREMENTS

The requirement for individual manpower falls into the following four categories:

- Military manpower requirements to bring an active Army or mobilized RC unit to the approved authorized levels of manning (ALO).
- Military manpower requirements for unit filler and casualty replacements to allow forward-presence units to achieve wartime requirements and to replace anticipated casualties.
- Civilian manpower requirements to meet expanded missions within the sustaining base and to support requirements of the supported combatant commander.
- Military and/or civilian manpower requirements for Army activities to meet sustaining base requirements for the expanded and deployed forces.

Plans for contingencies are continuously updated and sources of individual manpower to support these contingencies must be continually identified. The following are sources of individual manpower to meet requirements.

TRAINEES, TRANSIENTS, HOLDEES, AND STUDENTS

The most readily available source of personnel is the TTHS account. Soldiers in the TTHS account may be assigned by the PERSCOM commander to meet worldwide requirements at any level of mobilization.

Trainees

Trainees include all soldiers in initial-entry training (IET) or MOS-reclassification training. They are not available until graduation from their MOS-producing school and, by law, may not be deployed OCONUS in other than peacetime until they have completed at least twelve weeks of military training.

Transients

Transients are soldiers who have departed their previous permanent duty station en route to a new assignment but who have not yet reported to their new assignment.

Holdees

Holdees are soldiers assigned to medical holding detachments or to confinement facilities or who are assigned to separation facilities while awaiting discharge.

Students

Students are soldiers undergoing either military or civilian courses of instruction other than IET. Included in this category are —

- Officer active duty obligors (OADO) enrolled in officer basic courses, advanced courses, or higher level military schooling.
- Cadets at the United States Military Academy (USMA).
- Cadets enrolled in officer candidate school (OCS).

USMA cadets and officer candidates are not available for assignment until after completion of branch qualification. AMOPES provides details as to which trainee or student courses are discontinued at the various levels of GMR.

INDIVIDUAL MOBILIZATION AUGMENTERS

Individual mobilization augmenters (IMAs) are members of the Selected Reserve who are preassigned to active component positions which must be filled on or shortly after mobilization. IMAs are available for call-up as part of the PSRC or any other level of

mobilization. IMAs may volunteer for active duty at any time.

VOLUNTEERS

As a general rule, RC soldiers, regardless of affiliation, may volunteer for active duty at any time under 10 USC 672(d). Appropriate commands must approve members of reserve units (ARNG and USAR) and IMAs by verifying that loss of the soldiers will not impact on the unit's capability to perform its mobilization mission. Retirees and IRR members must coordinate with the ARPERCEN commander in order to volunteer. End strengths and funding ceilings in place will restrict the number of volunteers approved in each category.

INDIVIDUAL READY RESERVE

The Individual Ready Reserve (IRR) is composed of trained nonunit reserve personnel who are liable for involuntary active duty in time of war or national emergency declared by the Congress or by the President. In peacetime, the IRR is commanded by the ARPERCEN commander.

Upon declaration of partial mobilization or full mobilization, IRR members are ordered to active duty as individual fillers or replacements in accordance with priorities set by DA. IRRs may volunteer for active duty at any time.

INACTIVE NATIONAL GUARD

Inactive National Guard (ING) are members of the ARNG in an inactive status. Although attached to a specific unit for administrative purposes, they are not part of the Selected Reserve and do not participate in unit activities. They are available for involuntary active duty with the declaration of partial mobilization or a higher level of mobilization. Whereas IRR soldiers are ordered to active duty as individuals, ING soldiers are ordered to active duty as members of the ARNG units to which they are attached.

RETIRED RESERVE

Retired soldiers who have completed 20 years of active duty are subject to recall to active duty at any time the Secretary of the Army determines a need. These retirees are a valuable source of trained manpower. They are available for most military assignments and deployments subject to physical or other restrictions dictated by Department of the Army, as well as the replenishment of critical civilian positions. All other retirees are also available at the discretion of the SECDEF, but only after Congress has declared war or a national emergency.

Retirees may volunteer for active duty to meet specific operational requirements at any time; however, recall to active duty is subject to approval on a case-by-case basis by the Secretary of the Army.

STANDBY RESERVE

The Standby Reserve consists of officer and enlisted soldiers with or without a remaining military service obligation (MSO) but who have no statutory requirements for peacetime training. Members of the Standby Reserve cannot be involuntarily ordered to active duty under less than a full mobilization.

TEMPORARY APPOINTEES

Temporary appointments as commissioned officers may be proffered by the service secretaries to highly qualified civilians who have entered active duty involuntarily through conscription or who volunteer for such duty. Such temporary appointments are normally reserved for individuals possessing unique educational, scientific, or other skills which cannot otherwise be obtained by the military. While not restricted for use at an initial level of GMR, temporary appointments are not normally offered at levels of less than full mobilization. Temporary appointees are not deployable OCONUS during war unless they have completed a minimum of 12 weeks of military training.

CONSCRIPTS

The SECDEF recommends to the President and to Congress the institution of involuntary conscription of civilians for training and use as military personnel. A request for conscription authority is based on overall manpower requirements and is not tied to a particular level of mobilization. The decision to return to filling military manpower requirements with conscripts may be made at any level of GMR or may be made for other reasons.

If conscription is authorized, its equitable instatement is the responsibility of the Selective Service System, which maintains current data on all males who are US citizens or resident aliens who have reached their eighteenth birthday. Civilians eligible for induction (involuntary entry on active duty) are males between 18 ½ and 26 years of age who have completed fewer than 24 months prior active duty or Selected Reserve service. Based on requirements of the DOD, the age of eligibility may be expanded, or selected conscription of civilians possessing specific skills could be authorized by Congress.

CIVILIAN PERSONNEL

Planning for requirements supported by DA civilians and contractors includes identification of requirements and qualified personnel to fill requirements. Civilian planning is incorporated into the Total Army and must take into account the use of civilians, who provide essential CS and CSS roles in a theater. Civilians require the same considerations for training, individual readiness, equipping, deploying, sustaining, and redeploying as the military. DOD 1404.10(D)² gives instructions for deploying civilians. Appropriate proponents must accomplish deliberate or structured planning for civilian involvement in order to have identified civilian requirements filled in a timely manner. Categories of civilian manpower available include—

- Department of Defense civilians.
- Department of the Army civilians.
- Employees of the American Red Cross.
- Employees of vendors and contractors.

This civilian work force includes CONUS expansion and OCONUS requirements in support of military operations. In the event of full or total mobilization, civilians from the private sector mobilized in support of US government objectives are also considered a part of the civilian work force, although not necessarily employed directly by DOD or its elements. At any level of GMR, appropriated fund and nonappropriated fund retirees may be invited to return to active service, as long as established manpower ceilings and budget constraints are not exceeded.

CONTRACTORS

Contractors have served the Army well, both during peacetime and during crises, and will be available for future operations. The most common use of civilian contractors is their employment as technical representatives and maintainers of sophisticated, high-dollar equipment. However, contractors' use is limited only by the requirement for services which can best be provided by contractors.

A successful program for using contractors is the Logistics Civil Augmentation Program (LOGCAP). LOGCAP uses civilian contractors for transportation, construction, and a variety of other services. Using LOGCAP releases military units for other missions or

resolves Army capability shortfalls. LOGCAP applies during CONUS mobilization to assist the CONUS support base and units in their readiness preparation.

FILLER REQUIREMENTS FOR ACTIVE ARMY AND MOBILIZED RESERVE COMPONENT UNITS

Manpower requirements to fill active Army and mobilized RC units to the appropriate wartime requirements is derived from personnel reports and update reports from units at home stations and mobilization stations prior to movement. The installation commander is responsible for determining the fill requirements for assigned units and reporting shortages that cannot be filled internally.

FILLER AND CASUALTY REPLACEMENTS

The ASCC of the supported combatant command is responsible for determining the number of filler personnel required for forward-presence units to bring them to required ALO. The ASCC determines this by comparing the wartime required strengths of all units in the AO with their peacetime authorized strengths.

The ASCC reports the difference between wartime required and peacetime authorized in the AO to the PERSCOM commander as the filler requirement. Experience shows that units deployed to an AO at less than required strength require additional fillers to be mission-capable. The ASCC of the supporting combatant command or CONUS MACOM reports the actual strength of deploying units to PERSCOM so that filler requirements can be met by increasing the number of individuals identified for movement.

SUSTAINING BASE MANPOWER

Planners identify sustaining base manpower requirements in the deliberate planning process by constructing comprehensive mobilization tables of distribution and allowances (MOBTDA's).

AR 310-49³ provides detailed guidance for preparing a MOBTDA. Requirements for IMA positions and military and civilian augmenters are all reflected on the MOBTDA. Military positions are considered suitable for fill by retirees unless coded to the contrary. Properly prepared MOBTDA's support both the assignment of IMAs, sustaining manpower requirements, and pre-assignment of retirees.

²Emergency Essential DOD US Citizen Employees Overseas, 6 April 1990.

³The Army Authorization Documents System (TAADS), 15 December 1980.

The activity mobilization planner reviews the document and identifies separately those positions which are required at each level of GMR. This review allows for the rapid generation of requests for overstrength manning with RC volunteers and retirees at the lowest level of GMR. It also allows for requesting augmentation with RC volunteers and retirees beyond assigned IMAs.

PERSONNEL SERVICE ADMINISTRATION AND SUPPORT

Requirements for soldier and DA civilian support vary considerably, depending on the nature and scope of the operation or conflict. Requirements include the functions of soldier readiness, medical and dental support, postal support, MWR support, public affairs, legal support, family assistance support, and finance support.

SOLDIER READINESS

Commanders are responsible for ensuring all soldiers meet soldier readiness requirements and standards. This process includes meeting specified legal, medical, and administrative standards.

MEDICAL AND DENTAL SUPPORT

Mobilized RC soldiers and recalled retirees may report to the MS requiring additional medical or dental support to bring them to deployable standards. Medical and dental facilities at the MS must be prepared to provide extensive optical, dental, and other care to correct medical disorders of the mobilized force. Medical and dental facilities also prepare to meet the increased requirement of providing support to the families of mobilized soldiers. This heavy workload comes at the same time Professional Officer Filler System (PROFIS) personnel are taken from the installation hospitals to deploy with units.

LEGAL SUPPORT

Commanders and their staff judge advocates (SJAs) position legal personnel throughout their AOR to provide responsive legal service when and where needed. To help support mobilization, commanders must identify legal support personnel requirements on the MOBTDA. Reserve component judge advocate general (JAG) service legal assistance teams are also available for this mission.

As an example, many soldiers deployed to Operation Desert Storm required specific updates to legal documentation, that is, wills, powers of attorney, and so forth. The majority of this support was provided by reserve SJA units such as the Army Reserve's 218th JAG Detachment from Bismarck, ND, which served at Fort Sill, OK.

POSTAL SERVICES

Postal services, to include postal finance (stamps, money orders, and registered, insured, and certified mail) are provided as far forward as possible, usually to brigade level. The extent of service depends on the theater postal policy, the tactical situation, the number of DS postal units, and the size of the area served.

Adequate postal structure must be established early in the theater before the volume of mail reaches unmanageable proportions. The postal network provides mail service to sister services and allied forces, as required. The network arranges transfer of mail to and through allied country postal systems to international locations.

MORALE, WELFARE, AND RECREATION

The mission of MWR activities is to assist the commanders in maintaining morale, esprit de corps, health, and the mental and physical fitness of their soldiers and civilians. Success in this effort will, in turn, contribute to combat readiness.

The JTF command, in coordination with the Army/Air Force Exchange Service (AAFES), plans for and supports exchange operations. These plans may include a combination of direct retail operations in the communications zone (COMMZ), tactical field exchanges operated by dedicated Army personnel, or AAFES imprest fund activities operated by unit personnel.

PUBLIC AFFAIRS

Today's instantaneous communications ensure that the probability of combat operations will generate a demand for immediate information from soldiers, DA civilians, their families, and the media. DOD makes policy decisions pertaining to media activities.

Commanders must have plans to increase Public Affairs (PA) staffs to meet the increased Command Information (CI) needs. The PA staff must have contingency plans to expand the CI program and to respond to media demands for assistance in covering military operations. A credible and timely CI program increases individual morale and readiness.

The media's right and obligation to report on military operations, and the individual's need to know, must be balanced with security concerns. See FM 46-1⁴ for additional information on PA operations.

RELIGIOUS SUPPORT

Religious support is provided for all assigned soldiers, family members, and authorized DA civilians by unit ministry teams (UMT). Early deployment of the senior chaplain staff is essential for coordination and execution of the commander's theater religious support plan. UMTs assist in alleviating stress and enhance the soldier's religious faith during all phases of an operation, including preparation for redeployment. Early coordination with local community churches provides additional help in providing support to families.

Providing religious support to families of deploying and deployed soldiers is a critical mobilization mission of garrison table of distribution and allowances (TDA) UMTs. Sufficient installation postmobilization staffing must be provided. This staffing ensures an adequate number of trained UMTs filling MOBTDA to provide family support after deployment. STARC and MUSARC chaplains must be activated as soon as possible to manage family religious support programs where active installations are not immediately available.

FINANCE SUPPORT

Timely and accurate finance support during mobilization is critical to overall unit and individual soldier success. Unit commanders and finance personnel —

- Coordinate with ARPERCEN to ensure essential pay information is included in individual mobilization orders.
- Promptly convert soldiers from RC status to AC status on JUMPS/JSS.
- Start new entitlements, pay options, and allotments.

- Assist in establishing soldiers' SURE-PAY accounts, support allotments and, where appropriate, powers of attorney.

Timely, accurate finance support to the soldier and the unit, as well as families and communities at home, is critical to successful operations.

FAMILY ASSISTANCE

Family assistance centers must be created early and remain in operation during the entire MDRD process. Maximum emphasis must be placed on communication with families, resolution of problems experienced by families, and, as much as possible, involvement of families in the Total Army community. Family support for active components, reserve components, and civilians is a total community effort.

Commanders must stress the importance of family care planning and the requirement to initiate a family care plan in accordance with AR 600-20.⁵ Agencies such as family assistance centers, family support groups, rear detachments, and Army Community Services are available to assist soldiers, Army civilians, and their families.

ADMINISTRATIVE AND LOGISTICS REQUIREMENTS

Logistical requirements for mobilization include all those requirements for materiel, supplies, services, and soldier support activities to accomplish the mobilization process. Additionally, the requirement for logistical support extends on a continuous basis throughout mobilization, deployment, redeployment, and demobilization.

Army units will maintain automated unit equipment lists (AUELs) containing mobilization movement requirements data in accordance with appropriate command guidance. Units will maintain accurate unit movement data at all times during deliberate planning to reflect home-station-to-mobilization-station movement requirements. Units will update data as significant transportation changes occur to the unit's equipment list.

The TC ACCIS supports the collection of detailed movements data and allows for electronic submission of the information to USTRANSCOM for scheduling

⁴ *Public Affairs*, 11 April 1986.

⁵ *Army Command Policy*, 30 March 1988.

strategic transportation and to MACOMs for planning force movements.

Materiel requirements encompass equipment and supplies, generally end items, required by units for mobilization and deployment. Planners must recognize that RC units may not possess unit ASLs/PLLs. Mobilization materiel plans address these requirements and how to meet them. When OPLANs specify the support relationship, the USAMC Materiel Readiness Support Activity (MRSA) computes the ASL for the direct support unit and provides a copy to the unit and the theater. USAMC retains responsibility for computing RC nondivisional ASLs for units not assigned to a specific theater.

Commanders and planners at all levels must ensure that requirements are accurately stated and documented. The most immediate requirement is installation support to early deploying units/troops. This support includes immediate repair or replacement of equipment and provision of basic loads and other accompanying supplies. The installation requisitions or cross-levels from other installations or organizations items that it cannot provide immediately. Planners need to plan for host nation support but not rely upon it totally.

Logistics policies and procedures should be in place prior to mobilization to ensure that all supply and equipment requirements can be met.

Many National Guard and Army Reserve transportation units were short of trucks when mobilized for Operation Desert Storm. Where possible, the Army redistributed equipment in nonmobilized units to bring mobilized units up to full authorization. When shortages persisted, DA assigned vehicles from assembly lines. The 1461st Light Truck Company (Michigan National

Guard) and the 253d Light/ Medium Truck Company (New Jersey National Guard) were sent to the factory to pick up 96 new M939A2 and M923A2 trucks and deliver them to various RC units.

As RC units and individuals are mobilized with existing authorization levels, and while funding levels are adjusted, the use of priority codes may be authorized. Mass cancellation of open requisitions must be avoided as it increases paperwork. Units should simply upgrade the priority and change the delivery location. Commanders must ensure that equipment is available and operationally ready and that basic loads of all classes of supply are available for issue. Mobilization stations should be prepared to modify equipment, as determined by materiel developers and materiel change regulatory guidance.

TRAINING REQUIREMENTS

HQDA, TRADOC, USASOC, and US Army Health Services Command (HSC) publish plans, policies, and procedures for conducting individual training and expanding the training base during each level of mobilization. Training base courses are expanded to meet Total Army trained manpower requirements for a JCS conflict scenario. This expansion is in accordance with the Mobilization Army Program for Individual Training developed for that scenario.

This program identifies all courses to be conducted. It provides data showing the projected, programmed requirements to meet the time-phased incremental training base output requirements determined for each scenario.

HQDA, TRADOC, and USASOC determine training base output requirements by comparing Total Army trained personnel requirements for the scenario against total personnel assets available. The training base may also provide mobile training teams and new equipment training teams to support special training requirements of deployed or deploying forces.

UNIT TRAINING

Unit training at the MS will be restricted by the time, equipment, facilities, and personnel available. The unit commander, in conjunction with the mobilization assistance team (MAT), determines his training priorities based on such factors as table of organization

and equipment (TOE) mission, capstone guidance, recommendations of the MAT, and Soldier Readiness Program requirements.

UNIT VALIDATION

The mobilization station commander is responsible for validating mobilized units. Unit validation is the process required to bring mobilized units to a required level of readiness prior to deployment. It includes assessments of each readiness area (personnel, materiel, and training). Generally, the validation standard is competency to perform mission-essential tasks. The commander completes unit validation in accordance with AMOPES and other appropriate guidance. The MS commander will validate ARSOF units and individuals based on recommendations and concurrence of the validation team representing the USASOC commander.

FACILITIES REQUIREMENTS

Facilities requirements for mobilization include all those requirements for existing facilities, space management, and expansion of the installation. These requirements may include the use of off-post facilities to support installation requirements, new construction, and inactivation or disposal of facilities in peacetime to support MDRD.

EXPANSION OF SEAPORTS

Transportation terminal units under command of USTRANSCOM/MTMC become responsible for military cargo loading documentation at ports which are not normally used by the military during peacetime. Other TTUs augment existing military ports. Rapid expansion of seaport operations is critical to deployment of equipment and supplies. These responsibilities include reception and staging of equipment, planning of loads, contracting of commercial support, supervision of the actual loading, documentation, and manifesting of cargo.

Systems are being developed to support ocean terminal operations cargo documentation and accountability. These systems will significantly streamline and enhance operations at these ports. All TTUs, along with supporting deployment control units and port security detachments, reside in the Army Reserve. Because of the crucial mission of these units, they must be brought onto active duty early to begin deploying forces rapidly.

In support of Operations Desert Shield and Desert Storm, the Army mobilized, from the Army Reserve component, ten TTUs, three port security detachments, two deployment control units, one railway service unit, and other movement control elements. These units supported the entire east coast and gulf coast deployment from Bayonne, Wilmington, Savannah, Jacksonville, Houston/Beaumont, Charleston, Newport News, and Sunny Point. Several of these units were also deployed to Europe and Southwest Asia.

POWER PROJECTION PLATFORMS

The Army installations that support mobilization and deployment activities must be seen as power projection platforms. Included are the facilities and infrastructure to support MDRD. Mobilization stations deploy specified units and equipment; process, validate, and deploy mobilized units; and process and move individuals designated as nonunit-related personnel to CRCs. They may perform additional missions such as—

- Regional marshaling area support for deploying forces,
- POE/POD (port of debarkation) processing support (arrival/departure airfield control group [A/DACG] and port support activity [PSA]) at USTRANSCOM-directed POEs and PODs.

All installations that have either active Army units, RC individuals, or individual units mobilizing and deploying through are considered power projection platforms. These installations must have the required facilities in place to house, feed, train, and deploy the units.

These facilities include training, maintenance, supply, administration, billeting, and transportation. Prime examples of these facilities are —

- Airfields, railroads and railheads.
- Warehousing to support basic loads and additional requirements at staging areas.

- Facilities to support actual deployments, as A/DACG operations, ammunition holding areas, staging areas, and port facilities to support installation SPOE missions.

EXISTING FACILITIES

The immediate nature of force projection dictates that the facilities available to support the operation are those existing at the time the operation commences. Maximum use of all facilities is a must. Deploying units must vacate all barracks, administrative, and related facilities to provide space for mobilizing individuals and/or follow-on units.

During peacetime unit deployments as emergency deployment readiness exercises, units practice procedures wherein they clean the barracks, inventory and store personal items in a portion of the facility, and prepare for the next potential occupants. For actual deployment situations, additional existing facilities, such as service clubs or gymnasiums where latrine and shower facilities are located, are converted to barracks and provided to incoming units.

EXPANSION OF FACILITIES ON THE INSTALLATION

Expansion of facilities on the installation can be made through the use of pre-engineered building systems or other rapidly erectable light mobilization structures (RELMS). Another means of expansion is to lease buildings identified through the nonindustrial facilities (NIF) program.

When the real estate action cannot meet the required dates, the installation procurement office, for a limited period, can obtain the facility until the real estate action can be accomplished. The use of reduced space authorizations for unaccompanied enlisted housing can also provide additional barracks space.

ENVIRONMENTAL REQUIREMENTS

During mobilization, general environmental requirements and National Environmental Policy Act (NEPA) requirements apply.

GENERAL ENVIRONMENTAL REQUIREMENTS

During mobilization, all environmental requirements covered in AR 200-16 remain in effect unless waived

by higher command. In some instances, environmental laws contain specific procedures for waivers of all or specific parts of the law under emergency conditions. Installations attempting to obtain waivers of this nature shall ensure the appropriate level of command is involved.

In lieu of waivers, commanders must adhere to local, state, and federal environmental requirements associated with routine and repetitive procedures such as fueling, maintaining, cleaning, and deploying forces to the MS and POE. These requirements include refueling stops en route, oil and lubricants associated with motor parks and maintenance shops, wash racks, and open-burning/open-detonation (OB/OD) at the MS training areas.

NATIONAL ENVIRONMENTAL POLICY ACT REQUIREMENTS

Mobilization plans may require a NEPA analysis prior to final approval of the plan. The NEPA analysis shall look at limitations during mobilization and include contingency plans where needed to meet environmental standards. Contingency plans shall be specific and include prenegotiated waivers with regulatory authorities, if waivers are deemed necessary. Waivers should be considered as a last resort; changes in processes and/or materiel shall be considered first.

OTHER MOBILIZATION CONSIDERATIONS

Other considerations during mobilization include industrial base expansion, financial management, contracting, and host nation support

INDUSTRIAL BASE EXPANSION

In accordance with HQDA guidance, USAMC, in coordination with DLA, plans industrial preparedness measures (IPMs) to satisfy mobilization requirements. Advance planning and early activation of the industrial base may be required for long lead time supplies and materiel, consumables, repairable, and replenishment troop support items.

FINANCIAL MANAGEMENT

HQDA issues resource management guidance to MACOM commanders. This guidance defines how MACOMs and mobilizations stations should capture and cover costs. When guidance is issued, MACOM

⁶ *Environmental Protection and Enhancement*, 23 April 1990.

commanders should receive reprogramming authority. Currency support for both the procurement process and organizational support in the AO are strongly tied to host nation support (HNS). Finance units are responsible for central funding operations. These operations include supplying US currency, treasury checks, foreign currency, military payment certificates, and precious metals (if necessary) for all ground forces in the AO.

Funding is necessary not only to support the procurement process but also to support combat payments, other activities (field exchanges, commissaries, APOs), and other services. Early liaison with the host nation banking industry is essential to accomplishing the central funding mission. Finance units create an OMA open allotment fund cite to fund the travel and per diem of mobilized IRR soldiers. Once they are loaded onto the Joint Uniform Military Pay System-Active Army (JUMPS-AA), IRR soldiers' pay and allowances are paid from MPA appropriations.

While other areas may receive considerable attention, for example, military pay and travel, procurement support is considered the most critical wartime finance mission. This function is divided into two areas—contracting operations and commercial vendor services (CVS) operations.

Contracting operations are normally conducted by both finance groups and theater finance commands. They involve the payment of commercial accounts for goods and services obtained through formal contracting procedures and may include all classes of supply, laundry and bath operations, transportation, real estate, and maintenance.

CONTRACTING

Contracting plays a vital role in mobilization, deployment, redeployment, and demobilization. Contracting can bridge the gap at the installation level for increased support during mobilization for the following type of requirements:

Billeting	Medical Supplies
Food Service	Repair Parts
Transportation	Construction
Consumable Supplies	Maintenance
Miscellaneous Services	

Additionally, contracting can provide the same type of support during the deployment phase by filling the

gap until LOGCAP and HNS become fully integrated into the support plan. During the redeployment phase, contracts for transportation of materiel and maintenance will be used extensively to reconstitute the force. The key to obtaining optimum support from contracting is early and thorough planning.

Planning for the use of contracts should be based on the needs of the supported combatant commander and the applicable OPLAN.

During Operation Just Cause, there was no shortage of trucks or drivers in Panama. Designated purchasing order officers were prepared to negotiate contracts, and vendors were prepared to provide services. Every battalion in the 7th Infantry Division (Light) had both a designated order officer and a Class A agent with cash.

The installation directorates of contracting provide contracting support during the mobilization phase. Mobilization plans should fully integrate contracting support, and the installation directorates of contracting should be included early in the planning process.

HOST NATION SUPPORT

Planners should consider host nation capabilities but not depend on them. Host nation support should be coordinated for and documented in peacetime, if possible. Based on the logistical preparation of the theater, HNS could play a large role in the provision of procurement needs (supplies and services) to deployed soldiers.

SUMMARY

Mobilization requires detailed planning, crossing numerous functional areas and departments. Non-DOD agencies, as well as DOD organizations, must fully participate in the creation and execution of mobilization plans. Advance preparation addressing the total spectrum of possible military operations will ensure effective and efficient mobilization of units, individuals, and logistics.