

Chapter 6 Reconstitution and Redeployment of Equipment

“Reconstitution is normally done in preparation for future operations in the operational sequence.”

FM 100-7

RECONSTITUTION

There are eight stages of force projection-- mobilization, predeployment activities, deployment, entry, decisive operations, post-conflict/post-crisis operations, redeployment, and demobilization. Reconstitution can occur anytime between decisive operations and redeployment. It can actually occur after redeployment. The TSC usually will task the LSE to support reconstitution. This support usually focuses on the operational level but can extend to the tactical level by sending LSE elements forward to assist.

FM 100-9 defines reconstitution as a set of extraordinary actions taken by commanders to restore combat-attrited units to a desired level of combat effectiveness commensurate with mission requirements and availability of resources. Reconstitution at the operational level prepares the force for future operations. During decisive operations, reconstitution restores combat effectiveness to tactical units such as battalions or brigades. Undertaking reconstitution most often transcends normal sustainment and requires special planning to accomplish.

Reconstitution prepares the force for future operations either in the theater or as preparatory to redeployment to another theater or to home station. At the operational level, the LSE, through the TSC, focuses on preparing Army forces for future operations.

The process has two major elements-- reorganization and regeneration.

Reorganization

Reorganization is a command action to shift resources within a degraded unit to increase its combat effectiveness. The main action for the LSE will be in a reorganization which involves sufficient time for CSS beyond normal sustainment. In such cases, it will support the command undertaking reorganization through:

- Increasing LAP assistance.
- Providing on-site BDA teams.
- Providing capability for depot and limited GS repair of swapped out items.
- Intensifying liaison with the TSC distribution management center (DMC) if release of AWR is required to supplement cross-leveling.

Regeneration

Regeneration rebuilds a unit. It is a deliberate, highly controlled, and large-scale replacement of personnel, equipment, and supplies. As the name implies, it is an extensive commitment of CSS resources. Regeneration task forces accomplish regeneration operations at specially designated sites in the corps area or in the

COMMZ. The TSC will assist the ASCC/corps in the regeneration of a brigade.

Roles at the Strategic Level

At the strategic level, depots, arsenals, plants, and NICPs operated by USAMC, DLA, and GSA (together with their contractors and the industrial base) provide the resources for responsive back-up for operational reconstitution.

The LSE provides direct access to strategic reconstitution resources that are available for reconstitution. The LSE can make available to the ASCC (TSC) the following strategic resources: land-based AWR stocks; AWR-3; materiel acquisition; forward repair activities for automation; intelligence, missile, and aviation materiel/systems; additional customer assistance teams for supply and maintenance matters (LAP representatives to provide technical assistance and expedite supply); and modified TOE and TDA units such as TMDE companies and the AVCRAD. The NSMM performs a critical role in reconstitution by providing access to all sustainment maintenance capabilities.

Reconstitution Planning

Planners should consider reconstitution during the OPLAN process. The LSE is a key member of the planning process at the operational level because of its mission to command and control deployed strategic level logistics resources. The ASCC's or JTF's OPLAN will include the commander's intent, concept, and priorities. This guides the entire reconstitution plan. A reconstitution cell locates itself in the ASCC G3 operations section. This cell will be part of the reconstitution assessment and evaluation team that performs liaison functions.

Foundation LSEs and LSE-Rear should participate in ASCC (TSC) planning for

reconstitution. In this way, the LSE commanders can keep USAMC informed of potential strategic level logistics requirements and USAMC can issue guidance and policy on commitment of USAMC resources. This process should lead to development of OPLANs and battlebooks detailing LSE participation in operational reconstitution.

During the mission analysis for reconstitution, the LSE determines if strategic resources must support reconstitution and retrograde. The LSE performs its mission analysis in coordination with the ASCC and TSC. Important considerations in the analysis concerning strategic USAMC resources are:

- When does the mission for that activity commence?
- What is the duration and workload?
- Is it more efficient to defer USAMC action until the materiel reaches the depot or other ultimate destination?
- Is there life and base support for additional USAMC activities and personnel?
- Has the call forward of the USAMC resource been coordinated with the TSC?
- Is there strategic lift available and is there sufficient in-theater transportation capacity to receive and position USAMC resources IAW timelines of the mission?

LSE Roles at the Operational/Tactical Level

Building on previously developed OPLANs, battlebooks, and agreements, the deployed LSE continues to improve and update planning and coordinates/directs support for reconstitution. All divisions of the LSE will help refine planning for delivery of USAMC support to these operations. The lead is the LSE Plans and Operations Division.

Under guidance from the commander, this division:

- Represents the LSE at ASCC/TSC and theater support planning meetings. Recommends categories of LSE support, acts as the single point of contact (POC) to receive requests for support, and assures that the level of support and duration are within LSE capabilities. (Representatives from LSE staff sections should participate in this on-going coordination with TSC.)

- Updates the LSE reconstitution support plan based on input from the LSE divisions.

- Assigns and tracks reconstitution tasking to the LSE staff sections and operating activities.

- Prepares reports to the TSC, USAMC, and LSE-Rear on reconstitution commitments and results. Uses the daily LSE SITREP for this purpose.

- Acts as the single source to call forward additional USAMC resources through the LSE-Rear. Other LSE staff sections normally will continue discussions with counterparts at USAMC MSCs on potential needs for resources from the command.

- Assures positive liaison with the TSC reconstitution element, and if appropriate, the corps. The LSE should consider using LAP representatives at corps and division to represent the LSE in reconstitution planning activities.

Support to the reconstitution plan and METT-T may require the LSE to support reconstitution efforts over a wide range of activities/terrain. In stage VII of force projection operations, redeployment, there may be concurrent missions to: support the ASCC by operating a redistribution facility, replenish the AWR, and provide direct assistance to units undergoing reconstitution

in preparation for future operations. Based on available resources and mission analysis, the LSE commander may designate mission task organizations from the LSE staff sections and operating activities.

LSE may provide direct assistance to corps and EAC organizations conducting reconstitution. The ability to support forward depends on the in-theater deployed capability of the LSE and the effect of the increased assistance on ongoing and anticipated workload. Normally, the SPO Division receives requests and taskings for direct assistance; and coordinates with the other divisions and the organization LAP representative. This assistance will be in concert with other theater (operational level) support to the reconstitution effort. The regeneration option most likely will place the greatest demand on LSE resources. The principal areas where the LSE could provide direct assistance are:

- Maintenance
 - Dispatch repair teams forward.
 - Dispatch technical assistance in the form of BDA teams and additional LAP personnel.
 - Arrange for priority access to in-theater forward repair activities in aviation, missile, communications, intelligence/electronic warfare (IEW), and other commodities. The LSE can direct which type of work is to be performed in the forward repair activities.
 - Provide support from the TMDE Maintenance Company.
 - Augment DS maintenance quality assurance.
 - Arrange for contractor repair teams.

- Provide priority for oil analysis for quality control.

- Allocate engineering support for non-standard repairs.

- Adjust workload of non-aviation GS repair companies (if these units are assigned to the LSE) to support reconstitution.

- Supply

- Provide additional LAP customer supply assistance.

- Intensify liaison and coordination with the materiel manager at the TSC DMC or corps DMC to expedite supply requisitions for key classes of supply (V, VII, and IX) especially as related to weapons systems.

- Identify materiel from the AWR sustainment, AWR operational project stock, and AWR pre-positioned sets to overcome critical shortages. LSE actions in regard to the AWR must conform to USAMC, TSC, and theater commander's policies.

- Dispatch ammunition QASAS augmentation.

- Coordinate for USAMC with the DLA contingency support team on DLA managed materiel and property disposal.

- Release and expedite movement of high-dollar, high-tech, low-density repair assemblies and components. Coordinate with the DMC and follow TSC stockage policies if source is AWR.

- Other Categories of Assistance

- Participate with assessment and evaluation teams at

reconstitution sites.

- Coordinate for new equipment training teams.

- Redirect LSE logistics automation software and hardware repair resources to provide priority to the reconstitution effort.

- Call forward additional USAMC support from LSE-Rear.

- Arrange support to clean contaminated equipment.

THE LSE IN REDEPLOYMENT

Retrograde of materiel to CONUS and to other storage locations occurs continuously but mostly happens when redeploying forces. The TSC DMC issues instructions based on the reconstitution plan, theater stockage objectives, and the overall maintenance program. The LSE will have major responsibilities for retrograde AWR stocks in the theater.

Redeployment

During this phase, the LSE should plan for mission changes that would transition redeployment logistical actions, planning, and support from the numbered logistics headquarters to the LSE. The ASCC will determine who will lead this phase based on METT-T. If assigned this mission, the LSE will receive, identify, and determine disposition; maintain accountability; and store, prepare for shipment, and arrange for movement of Class I, II, III (Package), IV, V, VI, VII, and IX items to the port or a theater storage location. Carrying out these functions will require augmentation from TOE units or contractor personnel. The LSE or contractors may repair items in-theater, or they may send items to repair facilities outside of the theater. The theater identifies the items requiring redistribution instructions.

The TSC materiel manager directs units to turn-in materiel to the LSE. The LSE will receive, inspect, classify, and store turned-in materiel, and will record turn-in information to wholesale or theater accountable records, to include automated reporting of accountable transactions to the NICP under the materiel return program. The LSE will ship items IAW pre-loaded automated disposition instructions or materiel manager instructions.

The ASCC should identify LSE modules necessary to support his redeployment plan as early as possible. There can be significant lead times associated with call forward of additional CONUS resources and establishment of in-theater contracts. There are lead times for acquiring facilities to house these activities. Planning for this stage may start during pre-hostilities by a Foundation LSE and LSE-Rear. The deployed LSE will adjust plans based on updated information on the status of the force, new priorities, time, and other resource constraints well prior to the end of decisive operations.

Redeployment operations start for forward units when they close into TAAs and continue as RAAs activate. Logistical and personnel activities are paramount during this period. Logistical functions include: identifying, separating, and reporting excess materiel to the managers at the senior DMC for recovery and redistribution; initiating equipment maintenance and cleaning; accounting for organic equipment and supplies; and canceling requisitions.

The LSE provides support (when directed) in the TAA and RAA for the following:

- BDA and emergency repair procedures.
- Item classification to include Class V.

- Canceling requisitions.
- Early recovery of AWR.
- Oil analysis.
- Additional customer assistance from the LAP division.
- Maintenance contact teams.
- Coordination of contractual support services from the LOGCAP capability.
- Support from the TMDE Team.

The extent of this support depends on the end state of the LSE in terms of called forward TDA assets, HN, and contracted capability. LSE divisions and activities must carefully manage their organizations during this stage as it may commence before the end of combat operations. It is important to inform the LSE commander of potential increases in the level of mission commitment. The SPO Division keeps LSE-Rear and HQ USAMC informed of proposed and ongoing redeployment support missions assigned to the LSE.

Replenishment and Retrograde of AWR

The LSE will retrograde AWR stocks to designated maintenance facilities. The mission includes transferring accountability of stocks from using units back to USAMC accountable records. Additionally, the LSE will reconfigure to ready-for-use status AWR-3 and AWR issued from fixed sites in and outside the theater.

The AWR hand-off team and personnel from the LSE Mission Support Branch (Materiel Packing and Preservation, Hazard Materials Handlers, TPF/Staging Section and Retrograde Processing Branch) are core resources for AWR recovery, replenishment, and retrograde. During a

mission analysis for this effort, they may determine that augmentation is necessary from the TSC, contractors, or LSE-Rear.

Key tasks performed by the LSE in preparation and return of AWR include:

- Establishing one or more materiel reception, classification, and temporary holding sites.
- Establishing procedures to transfer accountability using the automated systems for AWR management.
- Inspecting and classifying equipment.
- Completing servicing and maintenance to the level specified by USAMC prior to shipment.
- Evacuating and replacing equipment that is beyond LSE maintenance capability.

- Packing/packaging/preserving materiel, to include containerization.

- Determining excess materiel and coordinating redistribution through the TSC DMC. Arranging for security for the site and materiel.

- Arranging for onward movement to storage or repair sites to include preparing documentation required by the automated movement management system.

- Complying with hazardous materiel labeling, handling, and disposal regulations.

- Configuring the equipment to ready for issue status.

At Figure 6-1 is a checklist to assist with identifying the major tasks for the LSE during reconstitution. These points may serve as the basis for developing OPLANs and battlebooks for reconstitution support.

Reconstitution Planning Checklist for the LSE

- ___ Establish liaison with the TSC regeneration cell and update the TSC on LSE capability. Stay informed of potential reconstitution sites in the theater.
- ___ Determine potential LSE materiel requirements to support: operational reconstitution, retrograde, and redeployment.
- ___ In connection with the above, have divisions of the LSE estimate surge capability with current assets.
- ___ Keep USAMC and LSE divisions informed of potential missions.
- ___ Maintain up-to-date status of AWR stocks by location, condition code, quantity, and NSN especially for weapons systems, classes of supply I, II, V, VII, IX and high tech reparable.
- ___ Know current operational status of theater ports and lines of communications.
- ___ Identify LSE personnel in-theater who will participate directly in the assessment and reconstitution effort. List by skill: QASAS, LAP, maintenance specialty, TMDE, oil analysis, and BDA. Develop a skill list (by name) and assign tasking for those LSE members who will move forward to support tactical units.
- ___ Arrange for transportation.
- ___ Prepare a separate plan for LSE maintenance support to reconstitution.
- ___ After a mission analysis, coordinate for additional USAMC resources.
- ___ Coordinate with the DLA Contingency Support Team for supply and property disposal support.
- ___ Determine the availability of additional resources from LOGCAP, and local contracting. Estimate the lead time to obtain surge capability.
- ___ Coordinate with the in-theater redistribution facility (if established) for potential support missions.
- ___ Check with the TSC DMC on potential requirements for high-tech/high-cost/low-density items for the reconstitution.
- ___ Have a separate plan for the reconstitution of AWR that includes use of augmentation units and contracting.

Figure 6-1
Reconstitution Checklist