

C H A P T E R 3

C O N T I N G E N C Y

O P E R A T I O N S P L A N N I N G ,

T R A N S I T I O N T O W C T O ,

A N D P O S T - W C T O

T R A N S I T I O N

This chapter describes ammunition operations in wars and contingencies. WCTO planning, to include the development of a contingency plan and SOPs, is discussed. Prepackaging of material, retrograde of ammunition, and how to request transportation are also covered. This chapter also provides information and guidance on a unit's transition to a WCTO. Transition to WCTO is enhanced by the use of the contingency plan and field SOPs to train unit personnel. Chapter 3 also discusses the stand-down and retrograde operations associated with the post-WCTO transition.

WAR AND CONTINGENCIES

War is a major conflict between nations that may or may not be declared. Most wars last longer than a year. Contingencies are crises, often with complex political implications. These crises may happen anywhere in the world where US interests are threatened. Their military mission and threat are often uncertain and vague. Although contingencies may evolve slowly, the decision to use a military option is usually made within short deadlines; and a quick, clear victory is expected. Therefore, contingency operations are short, usually less than a year. They almost always take place in a new or a maturing theater as defined in FM 9-6, where no or few US forces are established. In a contingency, US services will be fighting jointly, possibly with allied participation. The terms "war" and "contingency tactical operations" in this manual are synonymous for Class V support operations. The

main differences are the size of the combat force being supported, the size and makeup of the support structure on the ground, and METT-T.

Present and future battlefields require that DS and GS ammunition units be mobile and agile, particularly the DS units. Future battles may be nonlinear, with rapid movement and changes. Thus, ammunition support units must adapt to operating in many different scenarios and configurations. Units could be supporting small-, medium-, or full-corps task forces. In support of any of these forces, an ammunition unit may not operate as a unit but as a fraction of the unit. It is possible that one-third of the unit would be deployed to support a brigade task force. It is important that the security and operation of these factions be self-sustaining and 100-percent mobile using organic transportation.

A WCTO may require fast-moving operational support. Thus, training for a WCTO and its

circumstances becomes an essential element of readiness, effectiveness, and success.

The unstable, uncertain nature of a WCTO means a radical change in how ammunition units are situated. In peacetime, both DS and GS ammunition units operate out of fixed sites, with all associated support and facilities in place. In contingency operations, the unit enters a country, not always friendly, to support a rapidly deploying force.

There is no one scenario for a WCTO. For example, a DS or GS ammunition unit may find itself the sole Class V support activity. Another operation might find DS units operating an airhead or port for the receipt of Class V stocks instead of an ASP activity. Still another operation might result in a less-than-company-sized ammunition unit providing support to special operations forces in a counterinsurgency operation. While the tonnage figures in the last instance might be low, stock management would be critical.

Ammunition support, like other logistical support operations in a WCTO, requires that the right equipment in the TOE, in the right quantity, and expendable supplies be brought with the unit to perform its support mission. If they are not, the unit will have to “do without” for a possibly unacceptable length of time. With the fast pace and all of the unknowns of any contingency operation, no unit can afford to “do without” for any length of time and still expect to complete its mission.

PLANNING CONTINGENCY OPERATIONS

A review of recent US Army involvement in contingency operations clearly indicates the need for better logistical planning in order to support our forces. To this end, plans must be developed to support brigade through corps operations in theaters of operation to include low- to high-intensity conflicts. In these plans, it is critical that Class V support planning be detailed and threat based.

The above factors, plus the variety of situations in which a unit may find itself, should be considered by both DS and GS ammunition units when they develop support plans. Because units must deploy quickly, they do not have time for detailed last-minute planning. For example, when a unit deploys to a maturing theater, a battalion S4/G4 may not be there to provide the unit with the required logistical information that the unit will need to perform its mission. The unit commander should know where to go and what to do in order to get logistical support. Thus, contingency planning must be done in peacetime. This

planning must include the development of a detailed contingency plan and local and field SOPs.

As a minimum, the items listed below must be considered for WCTO plans. Refer to FM 100-5 for additional information. Simplified local and field SOPs should be developed to cover each item.

- Local points of contact for support: computer, engineer, signal, security, defense, transportation, POL, and C² (installation and field site).
- Personnel, equipment, and ammunition basic load (ABL) status charts.
- “What if” situations.
- Replacements for equipment, personnel, authorized stockage list (ASL), and prescribed load list (PLL).
- Factors affecting the mission: site location (grid coordinates), units to be supported, and stockage objectives.
- Points of contact for the turnover of Class V stocks.
- Shipment staging location and procedures.
- Organization of march units.
- Organization of duties of the advance party, the rear party, and the reconnaissance element.
- Densities and speeds for different types of moves.
- Maintenance of ammunition accountability and serviceability records.
- Command and control.
- Actions to take in the event of enemy attack.
- Maintenance procedures.
- Accident procedures.
- Refueling procedures.
- Messing procedures.
- Communications methods.
- Vehicle loading plans for personnel, equipment, and ABL materiel.
- Night operations.
- Continuity of Operations Plan (COOP).
- Enough directional signs, fire symbols, and FSU stack signs for three storage locations.
- Retrograde operations.

STANDING OPERATING PROCEDURES

DS and GS ammunition units must prepare field SOPs based on the logistical field SOPs of the C² element that the units will be working with. Both external field SOPs for supported units and field

SOPs for the ammunition unit itself should be prepared. It should be understood that the SOPs will have to be adapted to the actual conditions of a contingency situation. Regardless of the SOP being written, the key to useful, effective planning is to include worse-case situations.

As a minimum, typical external SOPs should cover the following items:

- Unit HNS.
- Class V WHNS.
- Engineer support.
- Transportation support.
- Communications support.
- Safety.
- How to get ammunition.
- How to turn in ammunition.
- How to protect ammunition from the elements.

As a minimum, typical field SOPs should cover the following items:

- Deployment (staging procedures).
- Field setup (to include a storage plan, perimeter defense plan, and an ASP layout plan).
- Operational procedures (to include ammunition receipt, storage, issue, and maintenance operations).
- Linkage to the C² element (COOP).
- Destruction plans.
- Fire-protection plans (and other safety matters).
- Retrograde.

During actual combat, there will not be much time for personnel to develop plans and procedures. Therefore, simple, realistic field SOPs are essential for completion of the unit's Class V mission and the supported unit's mission.

PREPACKAGING

To make any plan work in the changing environment of a contingency operation, everything possible must be done ahead of time. Units and personnel must realize that whatever they do not have ready to take with them, they might not have for a long time—maybe for the duration of the operation.

The most helpful action a unit can take is prepackaging. All expendable material, including all blank forms used for day-to-day operations, should be prepackaged. Such things as ASP road directional signs can be packaged and/or palletized for transport. Other expendable material includes banding, paint, stencils,

and so on. The basics necessary to perform any wartime task should be prepacked. Consider using preprepared packing lists that cover a variety of METT-T environments. It may be possible to prepackage subgroups on a packing list, saving even more time.

Another critical asset to be prepackaged is a complete Class V reference library. It should include applicable transportation publications as well. Commanders must ensure that the basic manuals required to complete their wartime tasks are prepacked.

TRANSPORTATION

Since organic transportation does not permit movement of a whole unit at one time, augmenting transportation must be requested. Transportation requests are normally made to CSB headquarters. Battalion headquarters, in turn, places the requirement with the nearest MCT and/or local transportation activity. Information concerning Army motor transportation request procedures are in FM 55-10. As a minimum, the request for transportation should include the following information:

- Date of the move.
- Routes.
- Destination.
- Time and place the transportation is required.
- Number of personnel to be moved.
- Quantity, type, weight, and cube of materiel to be moved.

RETROGRADE

Retrograde of ammunition most often includes the return of unserviceable ammunition, CEA, and serviceable US ammunition to the rear. The high cost and low density of current and emerging high-technology munitions mandate the planning and development of a system to retrograde items that are not needed at this force level or that are not within repair capabilities. Retrograde operations must be covered in a field SOP.

TRANSITION TO WCTO

The transition from a peacetime mission and the move from an installation, post, camp, or activity are major steps for DS and GS ammunition units. The

transition process must be well understood and well trained by all officers and noncommissioned officers (NCOs) of these units. This understanding and training prepare the unit to deploy to its assigned area and perform its mission in less time.

The unit moves because it has been directed to or because it must—as in the case of the unit moving from a theater, post, camp, or fixed-site installation. Conventional ammunition units must be able to plan and execute contingency plans and tactical operations when moving to a new location. When a move is to be made, important considerations are as follows:

- Planning.
- Equipment and personnel.
- Transportation,
- Site selection.
- Reconnaissance.
- Area preparation and layout,
- Defense, security, and area damage control.

The command structure must base its decision to deploy a unit on the following facets:

- To where are the deployment orders (in the warning order) ?
- What is the situation (forced entry or unopposed entry)?
- What is the date and time of deployment?
- What is the support structure on the ground?
- Is deployment to be as a unit (not using advance, main, and rear parties)?
- Will deployment be in phases (using advance, main, and rear parties)?
- What organization is the point of contact in the deployment theater?
- What is the deployment mission (first ASP established at airhead or port for the theater or forward in support of a corps- or division-size force)?

- What information is briefed to the parties on their mission?
- What is the theater situation?

The warning order for deployment (moving) normally includes the general location of the area in which the unit will conduct its operations, the movement date, and a list of any special requirements or special instructions. When notified of an impending move, the company commander alerts unit personnel and begins planning for the move. The move is coordinated with the supporting battalion, the local provost marshal or MP unit, and the supporting transportation activity that can provide information and assistance. The commander determines the type of move to be made (unless specified by battalion), requests additional transportation as necessary, takes steps to phase out current operations, and plans a reconnaissance of the area.

An aid to rapid-transition deployment (movement) is the detailed contingency plan and the simplified field SOPs discussed earlier in this chapter. To ensure a successful move under stressful conditions, the unit should use the SOPs and the contingency plan to practice moving until it becomes second nature to all personnel within the unit. During this practice, the SOPs and the contingency plan should be reviewed.

POST-WCTO TRANSITION

One of the major missions that could be assigned to a DS and GS ammunition unit is stand-down operations for the theater. The major function in a stand-down operation is to retrograde Class V materiel and components (to include the shipment of CEA) back to depots, installations, and other ammunition activities outside the theater.

Retrograde operations include identifying, inspecting, repacking, marking, preparing shipment documentation, loading, blocking, bracing, containerizing, and coordinating the transport of the materiel to the port of embarkation. To support retrograde operations, a strong emphasis must be placed on the return of packaging material by using units.

It may also be necessary to reconstitute the unit's library. The basic manuals required to complete the unit's wartime tasks should be available for stand-down operations.