

CHAPTER 5

Mobilization, Deployment, Redeployment, and Demobilization (MDRD)

This chapter provides a broad framework for a general understanding of mobilization, deployment, sustainment, redeployment, and demobilization functions at the installation. FM 100-17 contains detailed information on MDRD.

MDRD ORGANIZATION

Many civil and military organizations share the responsibilities for conducting MDRD operations. Beginning with the Commander-in-Chief, and concluding with the commanders of individual military units, the MDRD process is a complex undertaking that requires coordination among the executing and supporting commands.

Within the MDRD organizational structure, installations may be assigned additional duties as mobilization stations (MS), CONUS Replacement Centers (CRC), coordinating installations (CI), supporting installations (SI), demobilization stations (DMS), or any combination of these duties. The primary responsibility of a MS/DMS is to receive, accession, house, command, support, train, redistribute resources and validate units for deployment. They also prepare for and support deployment of the active component (AC) and mobilizing units and individuals.

CIs are designated points of contact for off-post units and activities seeking to obtain necessary support. CIs must also identify where this support comes from. SIs provide the actual support to off-post units and activities. DMS and CDCs complete the outprocessing of units and individuals being separated or released from active duty and returning to reserve status.

Force projection operations will be conducted from CONUS or forward-presence locations in response to directions from the National Command Authorities. The massing of Army combat power will rely on the Army's ability to mobilize, deploy, and sustain a crisis response force and reinforcing forces, if required.

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In order for the Army to meet its force projection mission, the installation must be prepared to serve as the force projection platform. Therefore, the installation must have the capability to:

- Safely mobilize, receive, house, process, validate, deploy, and sustain remaining forces, follow on units and family support groups.
- Assist in reception in CONUS as the force shifts MRC priority and redeployment of forces.
- Maintain installation support requirements for the remaining military community after deployment.

When serving as a force projection platform, the installation must be prepared to support the increased information communication requirements that will occur. Installations will face a flood of news media representatives and a surge in queries for information from the press and the public. A broad spectrum of internal information requirements will arise. This increased information communication mission will start at the alert phase and continue through the end of demobilization. Installation commanders must be prepared to provide maximum information with minimum delay within the bounds of OPSEC. They must ensure that public affairs considerations are incorporated in all MDRD planning and activity.

MOBILIZATION PHASES

The national military strategy places an enormous premium on the capability 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:

- Force (units).
- Manpower (individuals).
- Logistics support.

Mobilization is a phased process designed to develop sequentially but upon execution may occur concurrently and continuously. It is designed to rapidly expand and enhance the response capability of the Army in support of a crisis or natural disaster. Mobilization affects both the active component and reserve component structures.

There are five phases of mobilization:

- Planning.
- Alert.
- Home station.
- MS.
- Port of embarkation. For AC Phase III and IV are the same as home station (HS) is their full time location. See Figure 5-1. The installation is involved in all phases.

PHASE I: PLANNING

This phase concerns all AC and RC efforts *at all levels* during peacetime to plan and train for assigned wartime tasks. The commander of each Army installation or activity should ensure that the installation mobilization plan addresses civilian support for the wartime mission of the installation and serviced tenant activities. The commander must review and update the MOBTDA annually. This ensures that the MOBTDA accurately reflects the civilian manpower, work load, and skill requirements necessary to accomplish the mobilization mission. To ensure adequate staffing is available to perform the mobilization mission, appropriate positions on the MOBTDA must be designated as key, emergency essential and cadre. Commanders must also conduct an annual screening of civilian employees to identify reservists and military retirees. Responsibility of this phase includes-

- Maintaining and improving combat readiness posture.

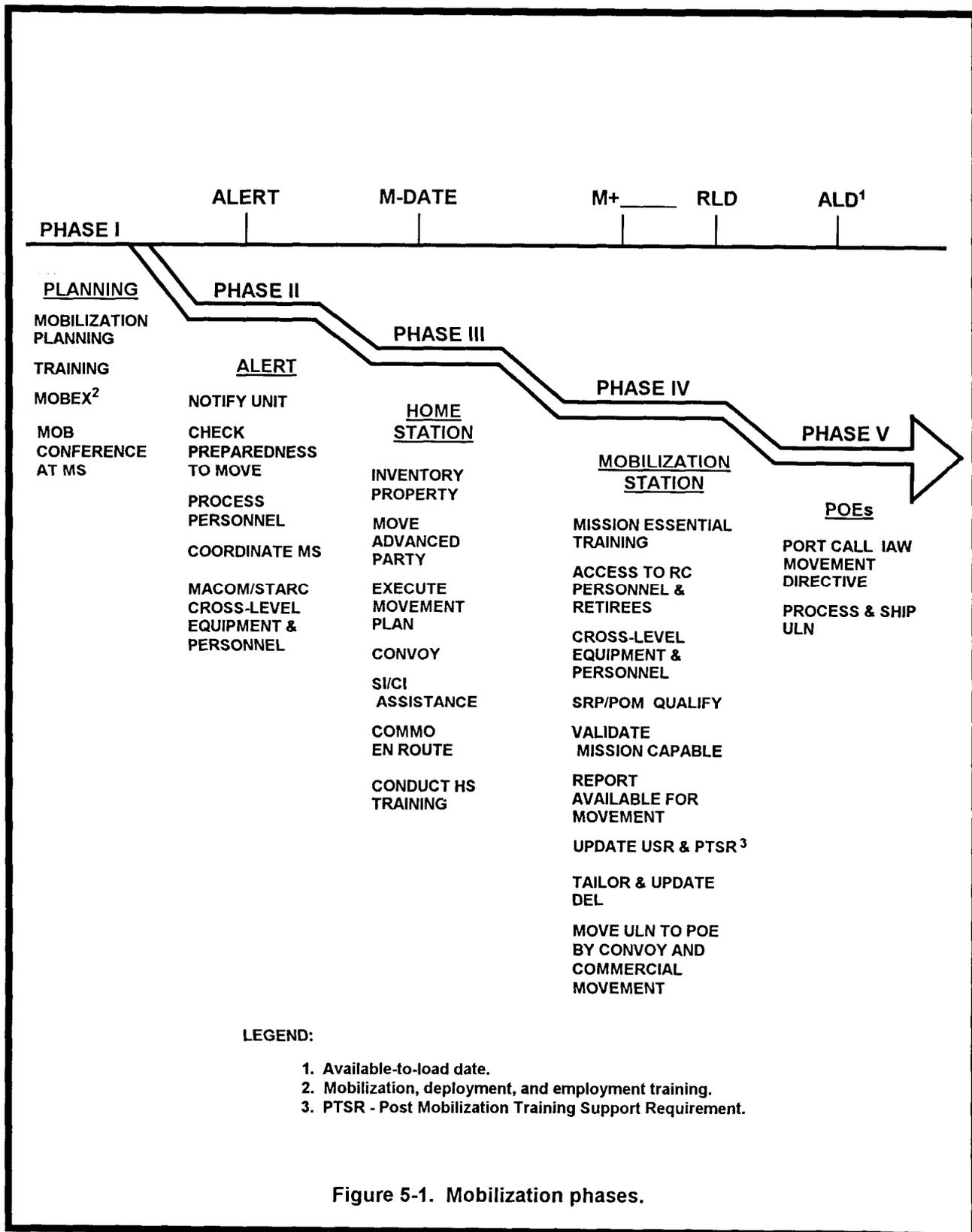
- Preparing for operational missions to include deployment plans for AC.
- Preparing mobilization plans and files as directed by higher headquarters for RC.
- Providing required data to the RC.
- Ensuring unit movement data accuracy.
- Conducting mobilization and deployment training for RC.
- Conducting deployment training for AC.

Support planning for mobilization of units must consider the-

- Available resources.
- Operational requirements in concert with national strategy and regional contingencies.
- Training requirements as influenced by CAPSTONE and Directed Training Association (DTA).
- Equipment status.
- Reported readiness condition of the units to be mobilized.
- Impact of mobilization on the installation and deployable civilians.
- Impact of mobilization on soldiers.
- Impact of mobilization on families.
- Impact of mobilization on the community around and servicing the installation.

Units will experience different levels of readiness due to organizational changes, personnel posture, equipment transition, and training status. Reserve Component units may have some untrained soldiers awaiting initial entry training, split-option trainees, and other nonmilitary occupational specialty qualified soldiers. Planning includes replacements for non-deployables whose condition cannot be corrected before unit deployment. Commanders also must have a plan for replacing and determining the disposition of nondeployable soldiers.

Logistically, units may lack all authorized equipment and supplies and may be deficient in prescribed load lists (PLL) or have equipment serviceability deficiencies for which the installation must have a plan to resource.



LEGEND:

1. Available-to-load date.
2. Mobilization, deployment, and employment training.
3. PTRS - Post Mobilization Training Support Requirement.

Figure 5-1. Mobilization phases.

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 sustaining positions. Effective planning and preparation will ensure rapid mobilization and subsequent rapid deployment.

During the planning phase, each unit completes as many administrative and personnel processing actions as peacetime regulations permit before being ordered to active duty. For example, the unit should complete as many medical, dental, financial, and legal requirements as possible. For RC units, plans for follow-on phases must include-

- Completing administrative actions necessary to access reserve units into the active Army.
- Conducting unit movement planning to MS.
- Determining the status of units and how to improve them.

Garrison commander planning for mobilization must include the following issues: split base operations, family support groups support, and command relationships with the reserve units backfilling the installation. A critical component in planning for mobilization is the requirement to provide family support activities. Installation and unit commanders should implement and reevaluate family care plans. This will ensure adequate care for dependent family members of single parents, dual military service couples, and deployable mission-essential civilians. 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. Active installations or family assistance centers established by other commands may assist these families.

Detailed guidance for planning the use and management of civilian personnel in support of military contingency operations is contained in AR 690-11. As an integral part of the mobilization planning process, commanders of Army installations and activities will:

- Ensure that mobilization planning adequately addresses civilian support of the wartime mission of the installation and serviced tenant activities. Particular emphasis should be placed on planning for the support issues relating to those Army civilians

who will be required to deploy in support of military operations.

- Ensure that managers and CPOs have the resources needed to carry out their mobilization responsibilities.
- Review and update annually the MOBTTA to ensure that it accurately reflects the civilian manpower, work load, and skill requirements necessary to accomplish the mobilization mission (AR 310-49); and annually provide an update copy of the MOBTTA to the supporting CPO.
- Evaluate periodically the effectiveness of installation mobilization planning in addressing civilian issues, including those of serviced tenant activities.
- Organize and actively participate in periodic Recruiting Area Staffing Committee (RASC) meetings if the installation is within commuting distance of at least one other DOD installation.

PHASE II: ALERT

This phase begins when an AC or RC unit receives notice of a pending order. During this phase, State Area Commands (STARCs) and Army Reserve Commands continue to cross-level individuals within their state or region to bring alerted units to deployable status. When these commands initiate cross-leveling, they must notify the appropriate chain of command of the new unit status.

Actions to complete the administrative and personnel processing actions are continued during the alert phase. This phase ends with the effective date of mobilization at home station. DA, through the Personnel Command and the Army Reserve Personnel Center, will plan to fill individual requirements from the Individual Ready Reserve and Retired Reserve when the level of mobilization authorizes.

PHASE III: HOME STATION

This phase begins with the RC unit's entry on active federal duty or the AC's preparation for deployment. Inventory of unit property, dispatch of an advance party to the MS, and loading out - either on organic equipment or on designated movement vehicles which are provided through coordination with the STARC defense movement coordinator (DMC), unit movement coordinator (UMC), Installation Transportation Officer (ITO), and MTMC.

During this phase, units take actions to speed transition to active duty status. In CONUS, units required to

convoy to the MS request convoy approval from the state movement control center. It provides an approved convoy movement order using mobilization movement control. This phase ends when the RC unit arrives at the MS or the AC at the Point of Embarkation (POE) as a direct deployer.

PHASE IV: MOBILIZATION STATION

This phase begins when the RC unit arrives at the MS or mobilization site. For a deploying unit, it encompasses all actions required to meet deployment unit validation criteria, resulting in assurance of the unit's mission capability. Nondeploying units may not move through a fully established MS. They do not require validation and will be accessioned to active duty by an SI.

In CONUS, upon arrival of an RC unit, command of the unit passes, except in Army Special Operating Forces (ARSOF) units, from the CONUSA to the installation or MS commander. 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 processing completed

at the HS to prevent repeating it at the MS. The goal of the unit during this phase is to achieve mission capability in the shortest possible time.

All units must conduct and continually update soldier readiness processing (SRP) and processing for overseas movement (POM) activities. Unit preparation includes using the Transportation Coordinator Automated Command and Control Information System (TC ACCIS) to maintain and update unit movement data bases. This is for equipment and personnel deployment preparation activities.

This phase ends when the unit arrives at the POE.

PHASE V: PORT OF EMBARKATION

This phase begins with the arrival of the unit at the POE. Actions at the surface POE or air POE include preparing and loading equipment as well as manifesting and loading personnel. Designated MS commanders plan and operate marshaling areas for the POEs. This phase ends with the departure of personnel and equipment from the POE and command passes to the gaining CINC in the theater in accordance with the OPLAN in execution.

SUSTAINING BASE SUPPORT-FORCE PROJECTION PLATFORMS

The Army installations that support MDRD must be seen as force projection platforms. To sustain the force projection platform, the planner must consider personnel services administration and support, logistics support, unit training, and unit validation.

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. Installation support requirements will include the functions of-

- Soldier and deployable civilian readiness.
- Medical support.
- Dental support.
- Postal support.
- Morale, welfare, and recreation support.
- Safety and risk assessment support.
- Legal support.
- Family assistance support.

- Finance support.

LOGISTICS SUPPORT

Installation logistical requirements include all those requirements for materiel, supplies, services, and soldier support activities to accomplish the mobilization process. The requirement for logistical support extends across the operational continuum.

Army units will maintain Automated Unit Equipment-Lists (AUEL) containing mobilization/deployment movement requirements data according to appropriate command guidance. Both AC and RC units will maintain accurate unit movement data at all times during planning to reflect HS to MS to POE movement requirements. Units will update data as significant transportation changes occur to the unit's AUEL.

The TC ACCIS supports the collection of detailed movement data. It allows for electronic submission of the information to US Transportation Command (USTRANSCOM) for scheduling strategic transportation and to MACOMs for planning force movements.

Commanders and planners at all levels must ensure that requirements are accurately stated and documented. Priority of support is given to early deploying units. This support includes immediate repair or replacement of equipment and provision of basic loads, other accompanying supplies, and individual equipment.

Because RC units and individuals are mobilized with existing authorization levels, the use of project codes may be authorized. Mass cancellation of open requisitions is required for RC units. RC units re-requisition using higher priority and appropriate project codes AC units 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. MSs should be prepared to modify equipment as determined by materiel developers and materiel change regulatory guidance. Installations need to be aware of types of equipment needed to be modified so that required parts are available when the unit arrives. Deploying units are required to turn-in excess supplies and equipment to the DOL.

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 unit training priorities. This is based on such factors as TOE mission, CAPSTONE guidance, unit status report (USR) risk assessment, recommendations of the MAT, and SRP/POM requirements.

UNIT VALIDATION

The MS commander is responsible for validating deploying RC units. Unit validation is the final check to ensure deploying units have reached required levels of readiness and are mission capable. It includes assessing the readiness areas of personnel, equipment on hand, equipment status, and training. Generally, the validation standard is a C level as stated in AR 220-1 with a minimum criteria established by Headquarters, DA. The commander completes unit validation according to FORMDEPS and other appropriate guidance. The MS commander will validate all RC units less GO commands validated by the CONUSA commander. This is based on recommendations and concurrence of the validation team. Representatives of the US Army Special Operations Command will aid in validation of ARSOF units.

The AC Division Commander, unless deployed, will validate Roundout or Roundup Brigades. If the AC division has deployed, the CONUSA commander will validate all general officer commands for deployment.

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.

These facilities include training, maintenance, supply, administration, billeting, transportation, and supporting utilities of water, sanitary sewers, electricity, heating and cooling, and solid waste disposal. Examples of these facilities are-

- Family Assistance Centers (FACs) to provide one-stop location for delivery of soldier and family support services.
- Airfields, roads, railroads, and railheads.
- Warehousing to support basic loads and additional requirements at staging areas.

- Facilities to support actual deployments or as arrival and departure airfield control group operations, ammunition holding areas, marshaling areas, and port facilities to support installation Seaport of Embarkation (SPOE) missions.

EXISTING FACILITIES

The installation commander must plan for surge capacity during mobilization and must plan to use all available assets and facilities to accommodate the mobilized units.

EXPANSION OF FACILITIES ON THE INSTALLATION

Expansion of facilities on the installation is available through the use of preengineered building systems or other rapidly erectable light mobilization structures. Another means of expansion is to lease buildings identified through the nonindustrial facilities program.

DEPLOYMENT PHASES

Deployment is the planning, preparation, and movement of forces and their support base from any location to an area of operations in response to a military need or crisis. Deployments are conducted in five phases:

- Predeployment activities.
- Movement to the POE.
- Strategic lift.
- Theater reception.
- Theater onward movement.

Installations are involved only in the predeployment activities and movement to the POE.

PHASE I: PREDEPLOYMENT ACTIVITIES

The installation will assist commanders, soldiers, emergency essential civilian employees, and their families in preparing for deployment. Activities include provision of:

- Predeployment briefings to assist soldiers, deploying Army civilians, and their families in putting their personal affairs in order, and to inform them of available support services in the community.
- Support and assistance to commanders in establishing and training Family Support Groups (FSGs).
- Identifying families with major problems requiring special assistance and support.

Other activities are provided in AR 608-1, Chapter 2, Section II.

During normal peacetime operations, the installation prepares AC units for crisis action and force projection missions. It prepares to be a MS for RC units. Installations assigned a mobilization mission must have a complete plan for conduct of this phase and movement to POE.

To support rail movements and staging requirements, installations will maintain existing tracks, ramps, facilities, and staging areas for their deployment missions. Installation and deploying commanders must precoordinate the procurement, use, control, and return or recycling of blocking, bracing, and tie-down equipment throughout the deployment. Installations must ensure that deploying units maximize airlift and sealift capabilities by preparing

unitized loads of ammunition, supplies, and equipment to the maximum extent possible.

The installation must coordinate with the support commander. The support combatant commander establishes milestones for safe loading and transporting units and accompanying supplies to the POE. This includes embarking them aboard strategic lift and transiting them to the POD. The supported commander's required date to have forces at the destinations is the end goal from which all common-user transportation must be planned. Phase I ends when the MS validates the unit for deployment.

Installations will maintain the required amount of strategic 20 foot containers to deploy AC and RC unit equipment with units rolling stock. Deploying commanders must ensure all 20 foot containers are reported on units AUEL and report all critical containers through the chain of command, FORSCOM. Deploying commanders will coordinate for the movement of 20 foot containers through the installation transportation office.

PHASE II: MOVEMENT TO PORT OF EMBARKATION

Units complete SRP and are validated after completing the mobilization process and predeployment activities. Units update AUELs to deployment equipment lists and submit them to the appropriate authority. Equipment is loaded with emphasis on maximum use of troop and cargo space. This ensures full utilization of costly, limited strategic lift.

The installation ensures that units deploying get to APOEs or SPOEs by appropriate means. Installations that are tasked to provide marshaling areas to surface ports and departure airfield groups to airfields must sustain units until they are loaded on air or sea transportation. Phase II concludes with the departure of the strategic lift at POE:

- Wheels up for aircraft.
- Passage of the last buoy marking the channel to the SPOE for vessels.
- Transfer of authority to the gaining CINC occurs in accordance with the OPLAN in execution.

REDEPLOYMENT PHASES

Redeployment is the preparation for and movement of forces, manpower, and materiel from an AO to follow-on designated CONUS or OCONUS bases. This is

after the combatant commander has achieved conditions favorable to US interests or as directed by the National Command Authority (NCA). It is the CINC in

the AO who plans and implements redeployment. Redeployment should not be considered as retrograde movement but a new deployment. Redeployment must involve force integrity so units may be diverted anywhere, ready to fight.

Redeployment must be planned and executed in a manner that facilitates the use of redeploying forces and sustainment equipment and supplies to meet new crises. Movement is usually nontactical. It returns an AC force to its home station and mobilized reserve forces and individuals through DMS back to their home stations.

Redeployment is conducted in six phases. These phases are-

- Reconstitution for strategic movement.
- Movement to redeployment assembly.
- Movement to POE.
- Strategic lift.
- Reception at POD.
- Onward movement from POD.

The installations are involved only with reception at POD and onward movement to the next in CONUS POE.

PHASE V: RECEPTION AT PORT OF DEBARKATION

This phase begins with the arrival of forces and their sustainment equipment and supplies at the POD. It ends with the departure of the forces and their sustainment equipment and supplies from the POD. This is after receiving Department of Agriculture and US Customs clearance.

The installation receiving the forces and sustainment equipment and supplies develops a reception and reconstitution or onward movement plan. This is for all arriving forces and sustainment equipment and supplies. This includes providing the necessary port support structure to manage the effort.

When possible, commanders send advance parties to coordinate the orderly processing of redeployment forces.

DEMOBILIZATION PHASES

Demobilization is a critical factor in the Army's strategic reconstitution. Demobilization must be planned with the same degree of energy and detail as mobilization. Effective demobilization enhances readiness and soldier morale. Installation support agencies (chaplains, ACS) will provide reunion support to

One of the primary requirements during this phase is coordinating the onward movement of deploying forces to their follow-on destinations. This coordination requires personnel who know the unit, its organic personnel, its movement configurations, and its ultimate destination. These personnel work with MTMC representatives, supporting ITOs, or Theater Army Movement Control Agency (TAMCA) in completing the required documents for moving the forces and sustainment equipment and supplies to the final destinations. FORSCOM designates a liaison officer to assist the port commander, the MTMC representative, and the returning unit in resolving conflicts. The preferred methods for onward movement mirror those prescribed for deployment. AC equipment will be redeployable to the unit's installation. RC equipment may return to a home station demobilization site or equipment storage site based on reconstitution plans.

PHASE VI: ONWARD MOVEMENT FROM PORT OF DEBARKATION

This phase begins with the reconfiguration of forces and sustainment equipment and supplies at a designated marshaling area outside the processing area. It concludes with their arrival at their destination. FORSCOM representatives conduct a visual inspection of conveying equipment while it is in the marshaling area. The FORSCOM representative will divert equipment not meeting movement or maintenance standards to a designated location for repair before onward movement to destination.

The supporting installation commander is responsible for the health, welfare, and support of arriving forces. He is responsible for assisting with their onward movement. In this capacity, he sustains the forces and individuals until they arrive at their prescribed destination. This may require assisting them in obtaining intratheater airlift, commercial and military highway transportation, military convoy, rail, or other modes for moving forces and individuals to their destinations.

soldiers and families to ease the transition from mobilization/deployment to demobilization/redeployment. This includes counseling and workshops.

Demobilization of some units may occur at the same time other units are being mobilized, deployed, or redeployed. Demobilization is conducted in five phases.

The installation is heavily involved in all phases except Phase II.

PHASE I: DEMOBILIZATION PLANNING ACTIONS

Demobilization planning starts concurrently with mobilization planning. It ends with the decision to release RC units and individuals from active duty. Demobilization planning encompasses an analysis of the work load required to efficiently complete the demobilization process over time. This planning may include-

- Relocating units and individuals.
- Incorporating annual training for nonmobilized RC units to support demobilization.
- Temporarily hiring civilian personnel.
- Using individual volunteers (via temporary tours of active duty) to support critical missions within the demobilization process.
- Mobilizing additional RC units. (Last resort)

PHASE II: AREA OF OPERATIONS DEMOBILIZATION ACTIONS

This phase starts with reconstitution actions in theater and ends when the units and individual soldiers report to the POE for onward movement. The installation has no actions in this phase.

PHASE III: PORT OF EMBARKATION TO DEMOBILIZATION STATION

This phase overlaps with redeployment phases to move soldiers to the DMS. An example of a demobilization process that may occur during this stage is a welcome ceremony for returning soldiers at the CONUS POD before arrival at the DMS.

PHASE IV: DEMOBILIZATION STATION

This phase starts with arrival at the DMS and ends with the RC unit's or individual's departure to HS or home of record. Installations must house, feed, and provide on-site transportation to units and individuals during this stage.

Installation commanders ensure that all medical and dental actions, finance records, legal and entitlement briefings, personnel records updates, and logistics files are current before a soldier is released. Completion of required medical examinations, line-of-duty determinations, and finance actions to complete final pay are completed before issuing DD Forms 214.

Installations must be prepared for expanded family support and media coverage of welcoming ceremonies during this stage. Welcome and departure ceremonies are vital components of the demobilization process that installations must plan and execute. Soldiers will remember the effort made to welcome them home. Installations should include families of soldiers as part of the ceremonies. Ceremonies should be brief but meaningful.

Prior to releasing units, the installation will assist the units in the planning for restoring equipment and supplies to a prescribed level of readiness. Further actions include-

- Coordinating PLL and ASL accounts.
- Shipping equipment to HSs, equipment concentration sites, and mobilization and training equipment sites, as determined by the CONUSA in coordination with the NGB and USARC.
- Preparing movement orders for unit members to return to their HS and individuals to their home of record.

PHASE V. HOME STATION OR HOME OF RECORD

This phase begins with departure from the DMS and ends with release of units at their HS and individuals at their home of record. The unit reverts to RC status based on a date and time established by CONUSA orders, except ARSOF units that are released by US Army Special Operations Command (USASOC).

Unit members are not always released at the same time. Transition leave, medical hold, rear detachments, and trail party personnel require different release dates. The specific release date for unit members is noted on their movement orders from the installation. The unit flag is demobilized based on criteria established by FORSCOM. Individuals are released from active duty on their return to their home of record. The end of this stage rolls into Phase I of mobilization planning.

During a conflict, RC units may lose their pure RC composition through extended cross-leveling, redistribution, and replacement actions. Mobilized RC units may contain USAR, ARNG, and AC personnel. Equipment may often be mixed from active or RC sources.

Once demobilization is initiated, FORSCOM identifies the DMS for all units. Units are then directed to return to the installation from which they originated or

an alternate location. Active duty personnel are reassigned according to the DA reconstitution plan. Reserve units (flags) are released and soldiers assigned to the

unit may be released or transferred to RC status as individuals. Strategic reconstitution of the total force is initiated as part of the mobilization planning phase.