

**2004
SDDC
Commander's
Conference**



A soldier in a desert environment, wearing a helmet and goggles, is operating a machine gun. The soldier is wearing a tan uniform with an American flag patch on the shoulder. The background shows a rocky, desert landscape under a clear sky.

**2004
SDDC
Commander's
Conference**

*Ammo
Distribution
Agency*



Team Members

Don Parker	Group Leader
LTC Don Messerli	Group Facilitator
Greg Greenwald	SDDC PRM
Mark Roberts	SDDC PRM
Kathie O'Neil	SDDC CACI Team
LTC Bob Oliveras	ICAF
John Race	TEA
CSM Eugene Young	597th TTG
Steven W. Kerr	597th TTG
Larry Lewis	597th TTG
LTC Natalie A. Mancini	757th TROB
CSM Geary Gutierrez	757th TROB
LTC Pajak	1205th TROB
MAJ Mark Gaworski	1205th TROB
CPT Tim Christenson	1205th TROB
SGM Jon Beaulieu	1205th TROB
MAJ Van Price	1355th TROC
CPT Allen Padgett	833rd Trans Bn
MSG Randall Higgins	834th Trans Bn



Challenges

- **Ammo business disjointed at SDDC**
- **Competes at SDDC and 597th levels with “sexier” unit move operations**
- **Lack of Ammo customer service**
- **No standard training in ammunition operations within SDDC**
- **Training and readiness issues at MOTCO**
- **Inconsistencies in equipment /infrastructure between MOTSU and MOTCO**
- **Split focus of CDR 597th between C2 of subordinate units and ammo operations**
- **Lack of effective C2 and use of Army rail capabilities**
- **Lack of RC Ammunition operations expertise**



Solution

Create the Strategic Munitions Distribution Agency at Sunny Point (MOTSU) to provide singular responsibility and consistency within SDDC for the conduct of ammo operations, installation management, and RC rail employment.





Advantages of a Strategic Munitions Distribution Agency (SMDA)

- **Organization singularly focused on ammunition and explosive commodities, business processes, information systems, equipment, and infrastructure.**
- **Gain synergy between MOTSU, MOTCO, and Indian Island.**
- **Singular responsibility for BASOPS for MOTSU and MOTCO.**
- **Singular responsibility for Force Protection / Security for MOTSU and MOTCO.**
- **Singular coordinating responsibility with DA, TRANSCOM, AFSC, DOT, Homeland Defense, MSC, Defense Ammunition Center (DAC), TEA.**
- **Single focal point for Explosive Safety**
- **Allows CONUS Group East (597th TG) to focus on Command and Control.**



Assumptions

- **597th will move flag to another location**
- **SMDA will report directly to SDDC**
- **SMDA will be a TDA organization**
- **Authorizations required to fill SMDA positions can be harvested from SDDC**
- **833rd discontinues supporting ammunition operations**
- **833rd with RC complements supports west coast and Alaska unit moves through strategic ports**
- **MOTCO assumes responsibility for west coast ammo operations including Indian Island and Alaska**
- **MOTSU, under SMDA, assumes responsibility for MOTCO BASOPS**



Strategic Munitions Distribution Agency Mission Statement

Provide strategic ammunition distribution services via surface transportation.





SMDA Functions & Responsibilities

Command & Control

- Gain synergy between MOTSU, MOTCO, and Indian Island.
- SDDC/USARC MOA review
- Coordination with DA, TRANSCOM, AFSC(CEG-A), USAF, JMTCA, DOT, MSC, TEA, FMS & commercial customers.
- Provide reach back & Tech Support to OCONUS units

Business processes

- Rate & route negotiation
- Carrier performance
- Cargo booking
- Cargo documentation
- Coordinate with MSC

Information Management

- ITV
- Systems integration/synchronization (WPS, IBS, TOS, ETA, ICODES)

BASOPS(MOTSU & MOTCO)

- Installation management responsibilities
- IMA interface



SMDA Functions & Responsibilities (Cont)

Force Protection

- Emergency Services
- Homeland Security (USCG, Customs, Etc.)
- Port Security

Explosive Safety

- Process waivers & exemptions
- DAC coordination
- DDESB interface

Supervision/Training Oversight of Army Rail Units

- Licensing and certification (AR 56-3 compliance)
- Training site coordination
- Support to depot and installations

RC Coordination

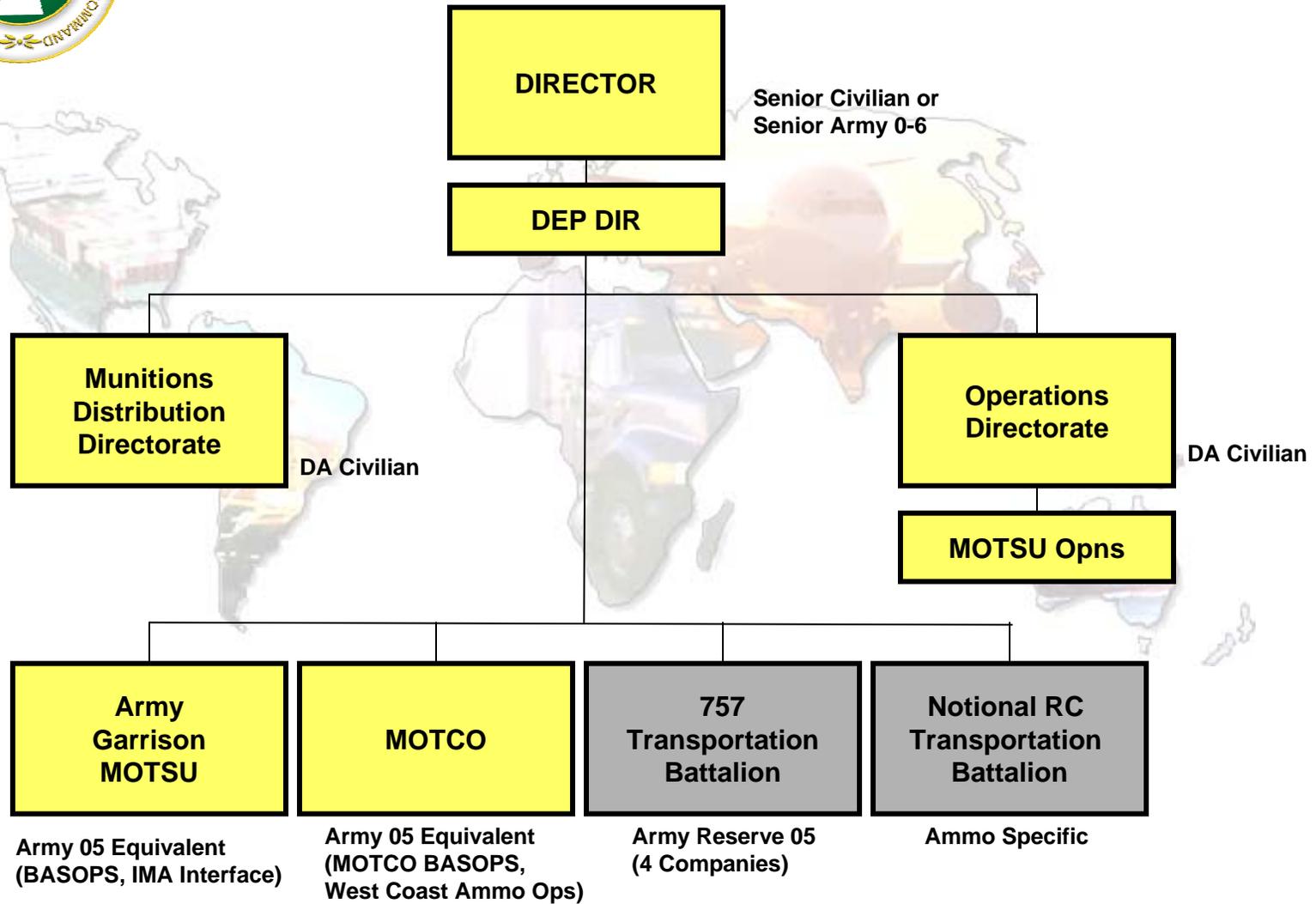
- RC units
- IMA

Ammunition Training

- MTT
- MOTSU onsite training
- Coordinated external institutional training



SMDA Organization





Army Reserve Assets

Justify why the 757th Transportation Battalion should be subordinate to the agency.

- SMDA has rail intensive operations
- Ammunition Rail operations are more operationally challenging and require greater skill proficiency
- Support surge operations
- Mission supports required training
- Installation facilities provide MOS sustainment opportunities
- Tasking efficiency for augmentation



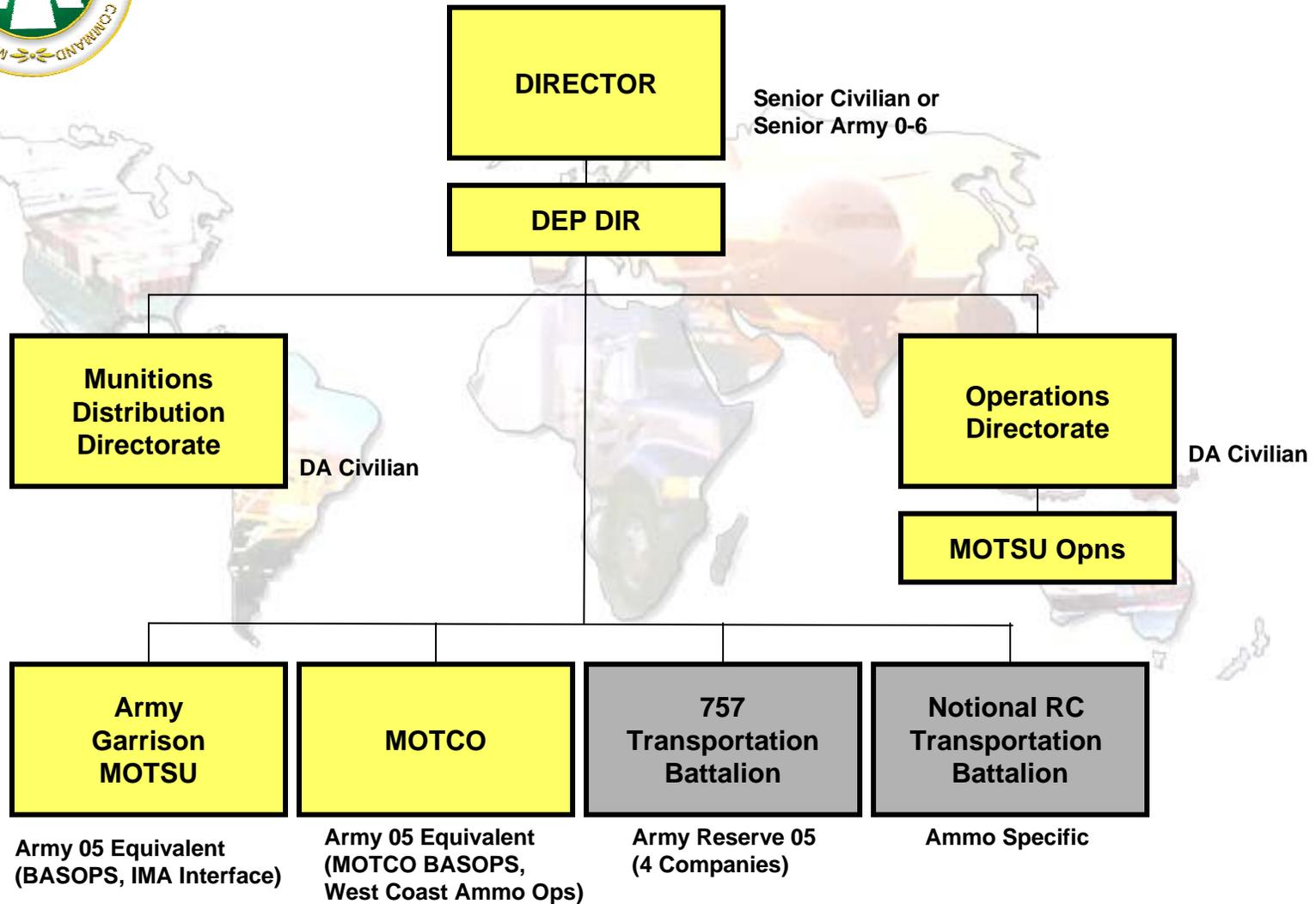
Army Reserve Assets (Cont)

Justify why the agency may require a formal operational relationship with an Army Reserve terminal unit.

- Ammunition operations require specialized expertise and training
- Ammunition operations require expeditionary capability
- RC Trans Bn will provide skilled personnel for ammunition surge operations (CONUS/OCONUS)



SMDA Organization





Munitions Distribution Directorate

- Distribution policy
- Rate & route negotiation
- Carrier performance
- Cargo booking
- Vessel scheduling
- Cargo documentation
- MSC LNO
- JMTCA LNO





Operations Directorate

Plans and Training Division

Rail Operations Division

Explosive Safety

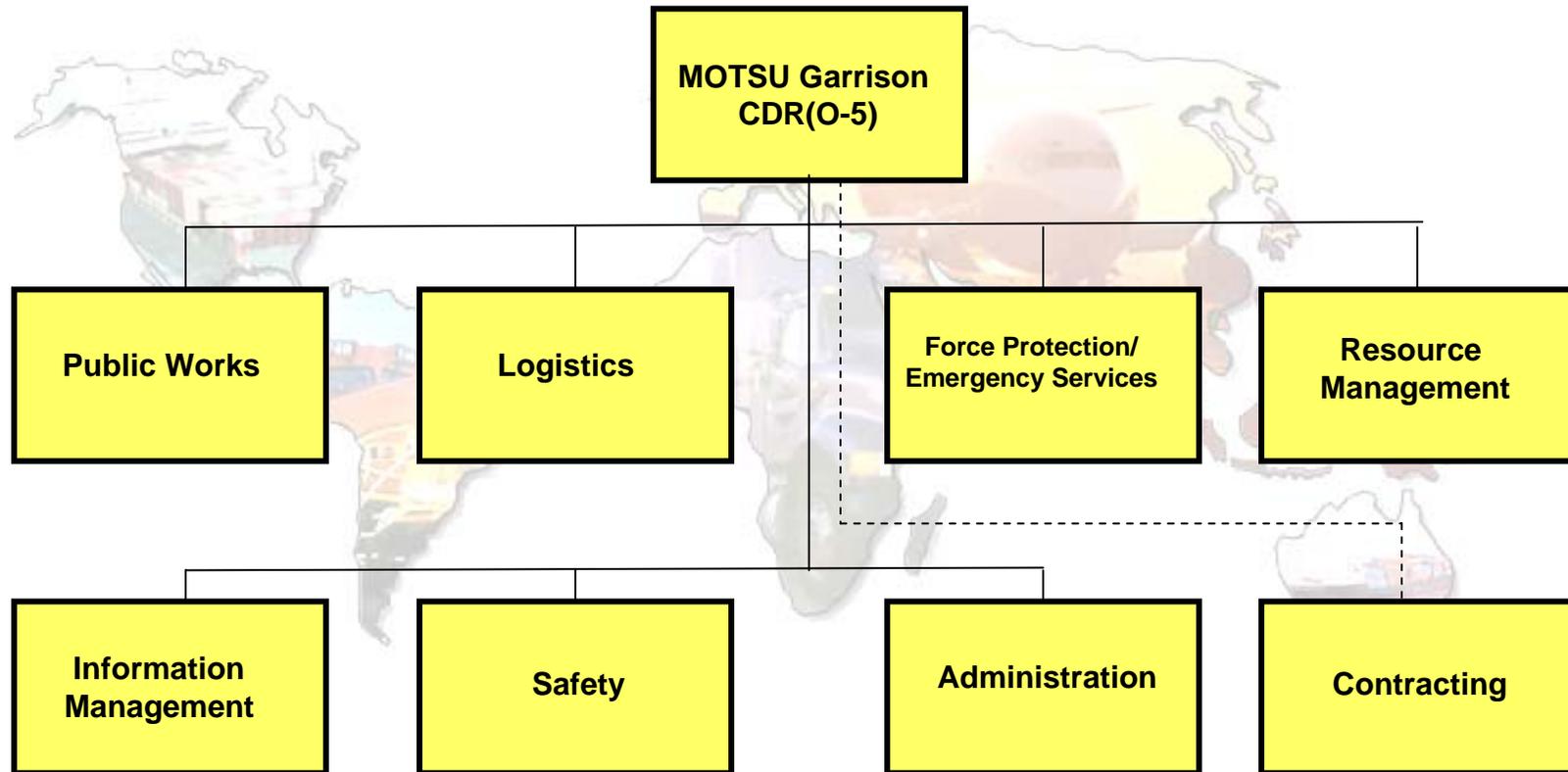
RC Synchronization Office

MOTSU Operations Division

- Traffic Management
- Cargo Operations
- Ammunition Surveillance
- MOTSU Rail Operations



MOTSU Garrison Organization



*** MOTSU BASOPS staff supports MOTCO BASOPS**



SMDA Additional Personnel Requirements

- Army 0-5 Garrison Commander
- SDDC functionals (TBD)
- BASOPS Staffing (approx. 6)
- 1 RC Trans Bn realigned to ammunition specific mission
- Additional contracting personnel (KO?) to support SMDA
- AGR/FTUS staff officer (88A)
- Second QASAS authorized at MOTSU requires priority fill



Issues

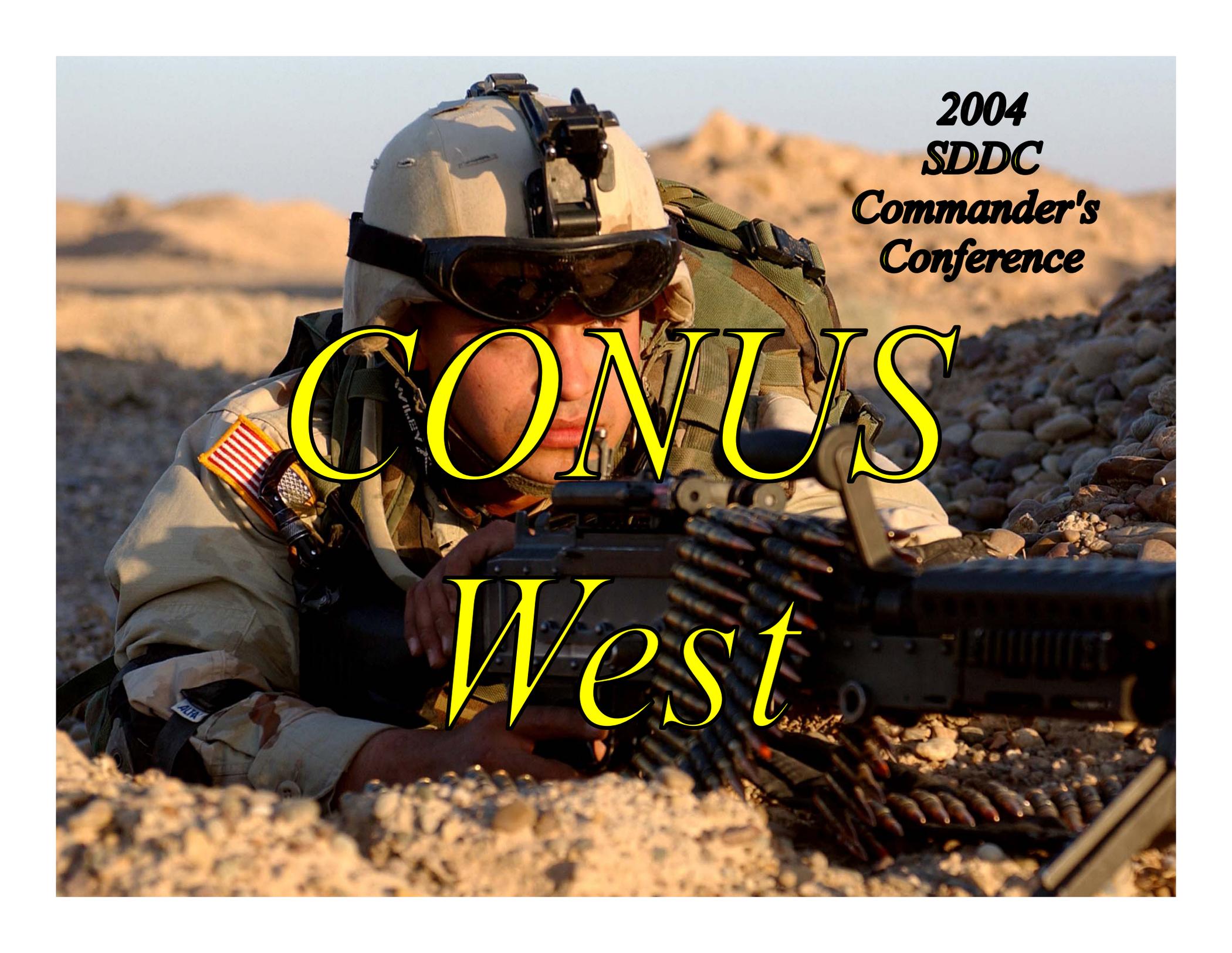
- Mission of 833rd vs. 834th vs. SMDA
- Establishment of formal Installation Commander may result in IMA control of BASOPS
- Sourcing of notional RC Trans Bn
- Additional IM resources uncertain
- Container management/repair



The Way Ahead

RU2

- Develop TDA for SMDA
- Identify billets within SDDC for harvesting
- Source notional RC Trans Bn
- Monitor RC Rail force structure plan
- Establish E-Date
- Write/rewrite PDs as necessary
- Establish IBS at MOTSU
- Transfer functions
- Begin training/retraining



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**CONUS
West**



GROUP MEMBERS

833rd Trans Btn

- LTC Balsler
- MSG Vanderlooven
- Phil Fantozzi

842nd Trans Btn

- LTC Sundin
- CSM Rodriguez
- LCDR Williams
- Ken Pendergraft

834th Trans Btn

- LTC McClean

1184th TTBn

- LTC Adcock
- 1SG Powe
- MAJ Pinckard
- CPT Albert

1190th DSB

- COL Cobb
- MSG Cavalier
- MAJ Goforth

1395th TTB

- COL Buford
- SGM Timmons
- MAJ Schiller
- MAJ Young
- CPT Edwards

1397th TTB

- COL Walton
- LTC Chesnut
- SGM Lucero
- LTC Ericson
- MAJ Brooks

SDDC

- LTC Culpepper
- SGM Mraz
- Edie Moore



DOG WEST

TASK: Design CONUS Multi-Compo Organization

PURPOSE:

- Create organization responsive to WFX deployment/redeployment requirements
- Be prepared to deploy OCONUS

END STATE:

- Define a more synchronous C2 and training relationship between AC/RC
- Single POC for providing CONUS based WFX with Deployment and Distribution Operations (incl Alaska)
- Deployable HQs tailorable to mission requirements



FACTS

SDDC executes DPO mission 16 Sep 2003

Alaska is a growth industry

- Striker Bde, PIR, FA Bn
- Elmendorf growth
- Anchorage; strategic seaport momentum?

Unit must be composed based on

- GEO Centric responsibilities or
- Plug & Play standardization
- BUT NOT BOTH



ASSUMPTIONS

Solution embraces DPO mission; Lexicon must be tailored to future

- West Group = "Distribution Operations Group – West"
- Distribution Bn vs Port Bn
- FA 90, MSC LNO, QM, OD slots

Solution set includes NAVMAG Indian Island issues

Bns/Cos Peace Traced to RRC

Bn/Gp TDA ~ to cargo flow requirements & functional migration from SDDC OPS



BLUF

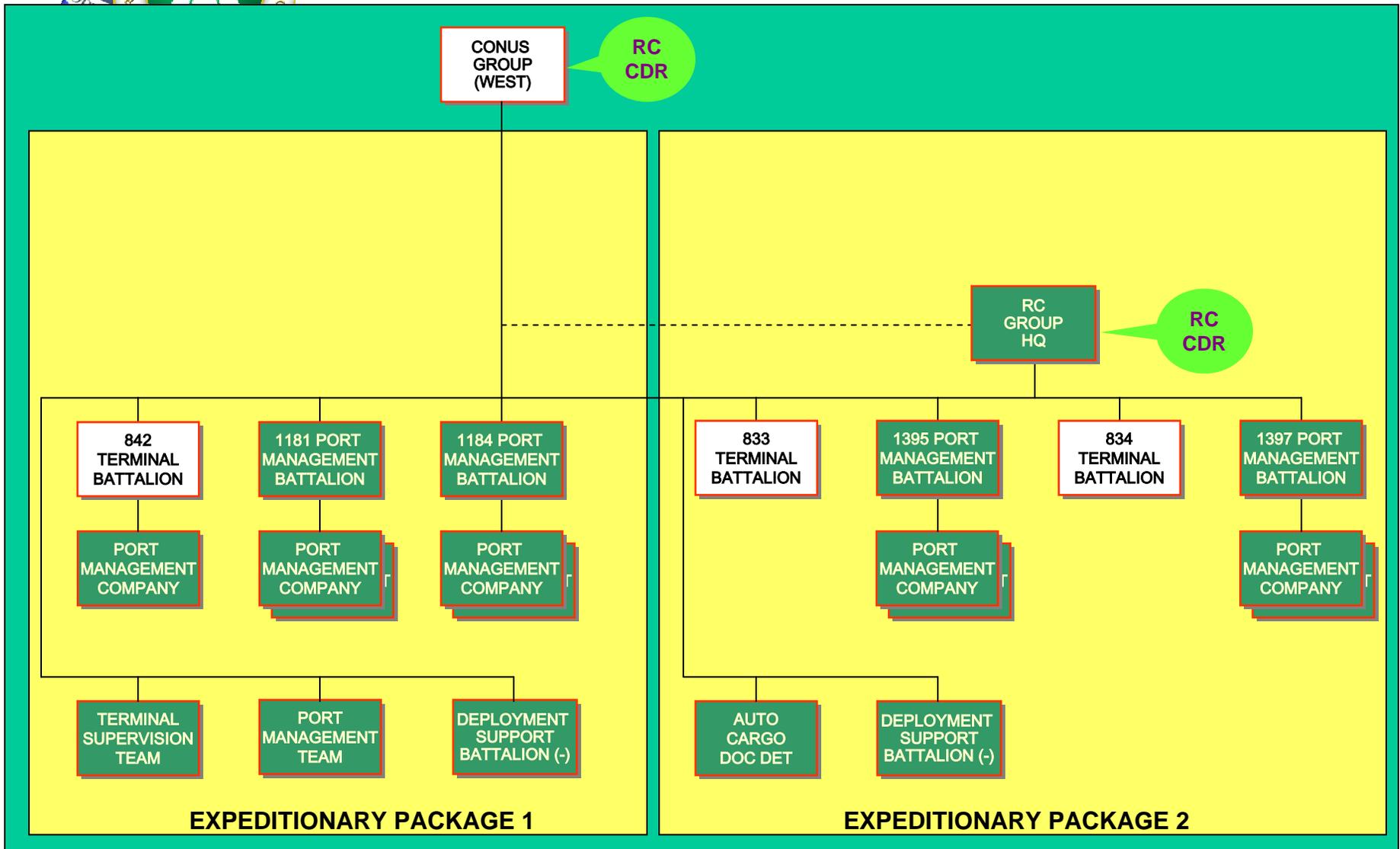
Proposed organization feasible....

- Training
- Resourcing
- C2
- Readiness

Design BN/GP to include DPO mission

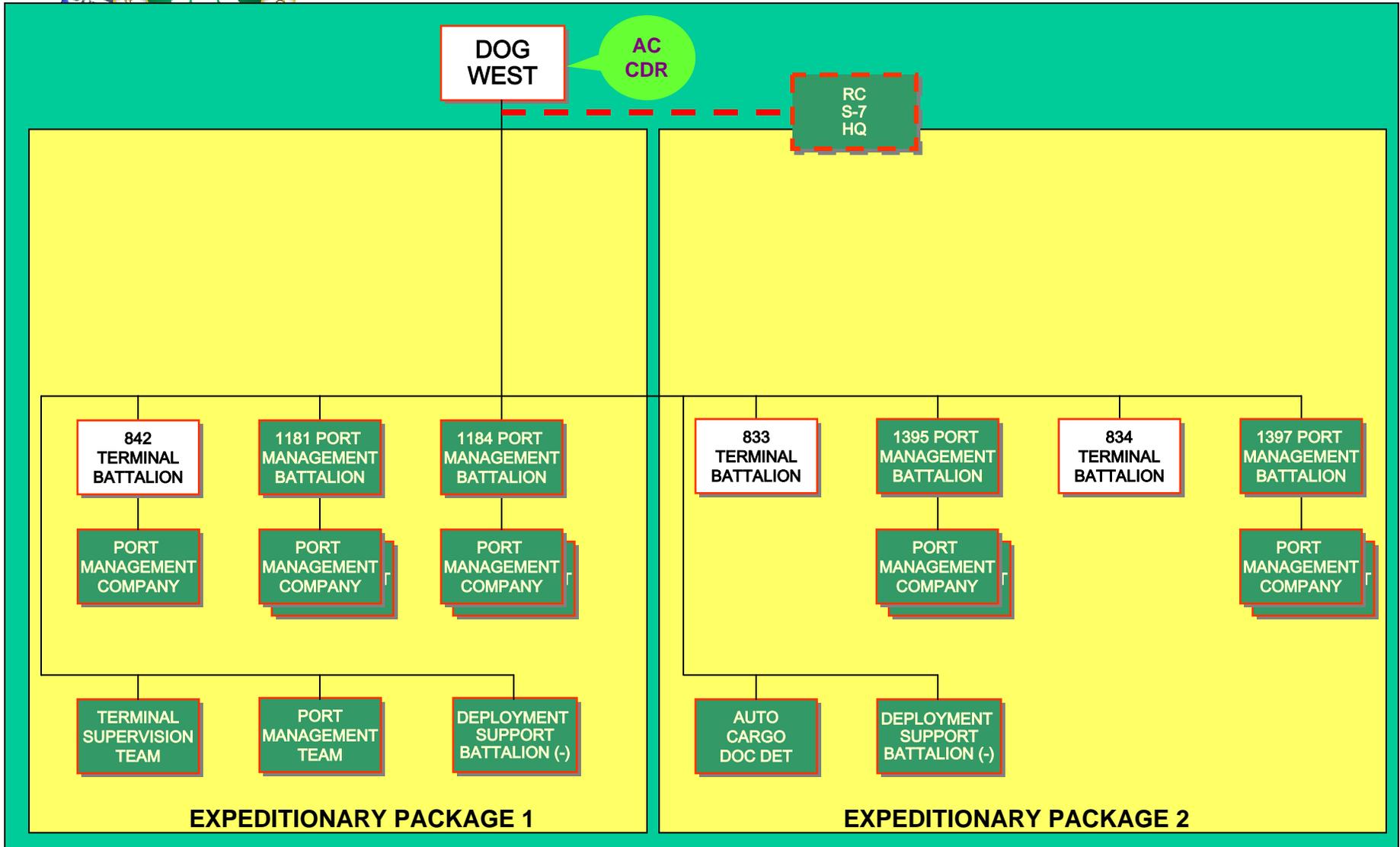


Task Organization: DOG West



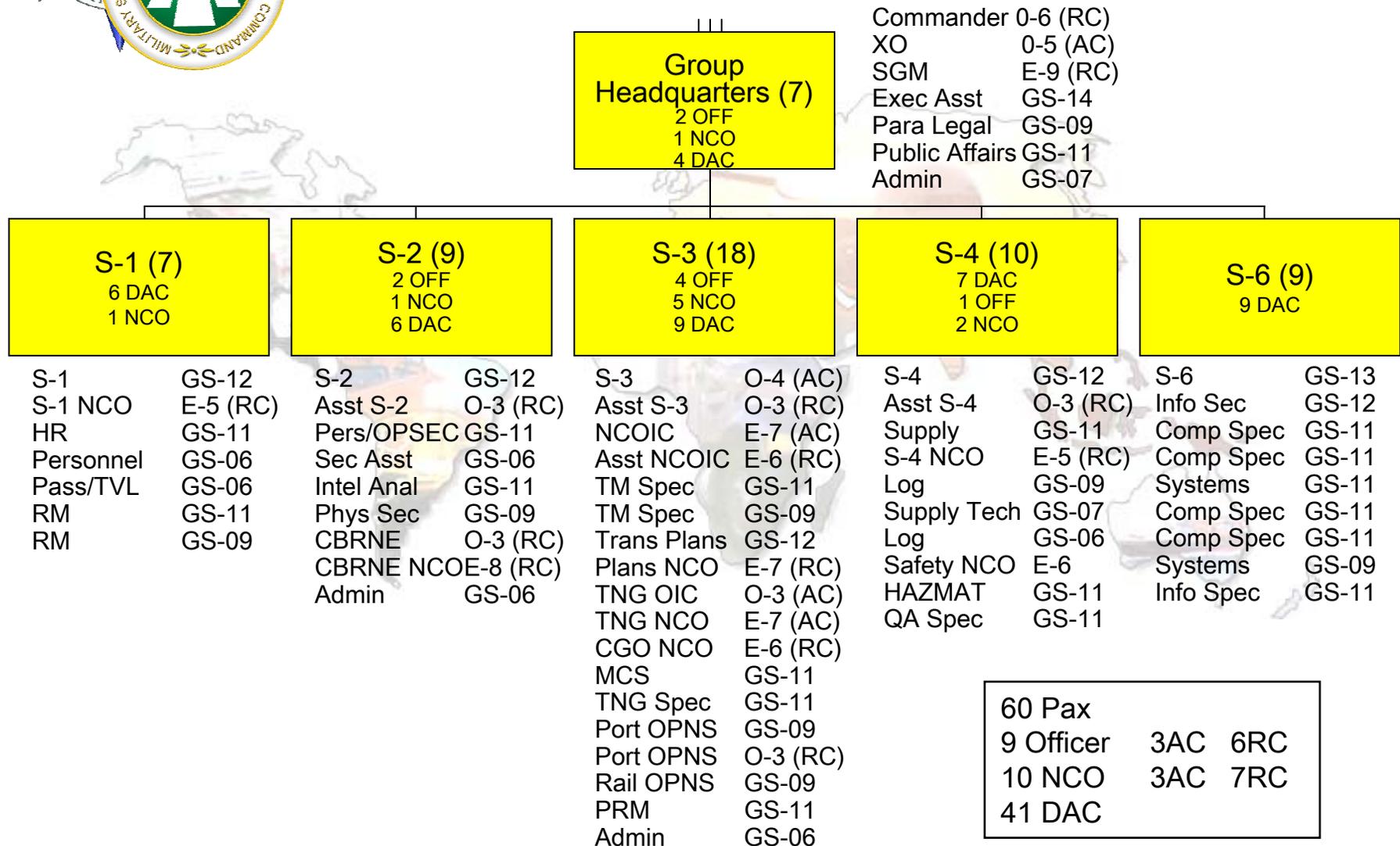


Task Organization: DOG West





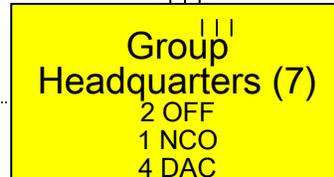
Assumption: Composition of DOG West Headquarters



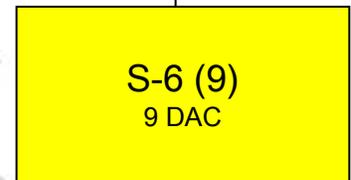
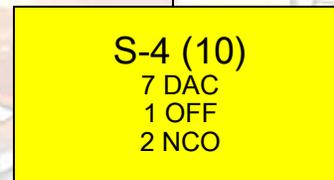
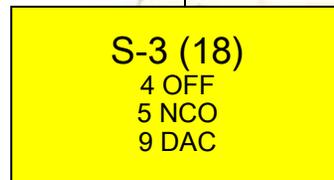
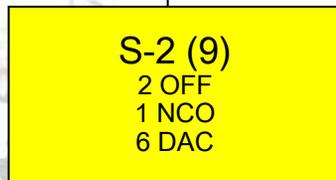


Assumption: Composition of DOG West Headquarters Proposed Changes

Commander 0-6 (RC)
 DCO 0-5 (AC)
 SGM E-9 (RC)
 Admin E-5 (RC)



Commander 0-6 (AC/AGR)
 XO 0-5 (RC)
 SGM E-9 (AC)
 Exec Asst GS-14
 Para Legal GS-09
 Public Affairs GS-11
 Admin GS-07



S-1	GS-12	S-2	GS-12	S-3	O-4 (AC)	S-4	GS-12	S-6	GS-13
Asst S-1	O-3 (RC)	Asst S-2	O-3 (RC)	Asst S-3	O-3 (RC)	Asst S-4	O-3 (RC)	Info Sec	GS-12
PSSNCO	E-7 (RC)	Pers/OPSEC	GS-11	NCOIC	E-7 (AC)	Supply	GS-11	Comp Spec	GS-11
S-1 NCO	E-5 (AC)	Sec Asst	GS-06	Asst NCOIC	E-6 (RC)	S-4 NCO	E-5 (RC)	Comp Spec	GS-11
HR	GS-11	Intel Anal	GS-11	TM Spec	GS-11	Log	GS-09	Systems	GS-11
Personnel	GS-06	Phys Sec	GS-09	TM Spec	GS-09	Supply Tech	GS-07	Comp Spec	GS-11
Pass/TVL	GS-06	CBRNE	O-3 (RC)	Trans Plans	GS-12	Log	GS-06	Comp Spec	GS-11
RM	GS-11	CBRNE NCO	E-8 (RC)	Plans NCO	E-7 (RC)	Safety NCO	E-6	Systems	GS-09
RM	GS-09	Admin	GS-06	TNG OIC	O-3 (AC)	HAZMAT	GS-11	Info Spec	GS-11
				TNG NCO	E-7 (AC)	QA Spec	GS-11		
				CGO NCO	E-6 (RC)				
				MCS	GS-11				
				TNG Spec	GS-11				
				Port OPNS	GS-09				
				Port OPNS	O-3 (RC)				
				Rail OPNS	GS-09				
				PRM	GS-11				
				Admin	GS-06				



Problem #1: Operations

How will DOG West interface with the SDDC G-3 and subordinate units during the planning phase of operations?

- Interface: MDMP, Parallel, and Collaborative Planning
 - DIV G3 = SDDC Ops (Strategic/Operational)
 - BDE S3 = DOG W S3 (Operational/Tactical)
 - Bn S3 = Bn S3 (Tactical)



Problem #1: Operations

How will the DOG West execute command and control of current operations? What mechanisms are required?

- Begins with HQ SDDC/Ops MDMP/Orders (incl C2, CDR, Intent, etc.)
- Peacetime C2 SDDC/RRC?



Problem #1: Operations

What problems does DOG West see when conducting operations as a Compo-Integrated Group or as an Expeditionary Package?

- Force Protection
- UCMJ
- Admin (ratings, awards, pay, DA4187, etc.)
- Accountability (\$s for equipment, procurement, repair)
- Mob of Reserve Comp soldiers (SRP, etc.)
- Deployment of DAC/EEC



Problem #1: Operations

What problems does DOG West see when conducting operations as a Compo-Integrated Group or as an Expeditionary Package (cont)?

- Define whether units composed for:
 - GEO responsibilities
 - Plug and Play Bns
 - But not both
- If Expeditionary Package, Functional/ Support Capability left behind?



Problem #1: Operations

Where should the Group Headquarters be located within the AOR?

- Scott AFB
- Corpus Christi
- III Corps Fort Hood
- Fort Carson
- Fort Lewis/Fort Lawton
- NS Everett, WA
- NB San Diego / Camp Pendleton
- Baton Rouge/New Orleans/Mare Island





Problem #1: Operations

Should any of the Active Component Battalions be relocated/expand capabilities?

- Alaska – Anchorage (Elmendorf AFB, Fort Rich)
 - Sen Stevens looking for Anchorage to be strategic seaport, Alaska reqts are growing (PIR, Stryker Bde, FA Bn)
 - One employee there presently (GS9 Vehicle Processing & Documentation)
 - Larger Presence – Co/Det
- If MOTCO ammo only, Port Hueneme (834th)



Problem #2: Training

Define the Group Headquarters responsibilities in conducting “Training Oversight” of assigned Army Reserve units.

- Group HQs must develop and initiate org inspection program (OIP) / YTB
- Organization facilitates & training sites
- Validate METL – design training icw METL (vary location of port operations & distribute opportunities evenly.)
- Ensure ITRR-GIS, RLAS, and ATRRS are updated/managed
- Issue Training Guidance
- Where do training dollars come from?



Problem #2: Training

How should the Group Headquarters prepare and conduct Training Guidance and Training Briefings?

- Current system of Yearly Training Guidance from SDDC with a YTB from subordinate units to the Group Commander should be sufficient
- Determine RRC YTB requirements



Problem #3: Readiness

How will DOG West oversee the readiness of assigned Army Reserve units?
Will regular USR turn-in, briefings and analysis be required? What other standard management tools may help?

- One standard = AR220-1 for all components 2X/year
- Should not have SDDC unique tools
- Should turn in USR and brief QTB depicting the road to METL completion and compliance
- Group should only be involved if RRCs are not. Bns don't need to report twice



Problem #3: Readiness

How will the DOG West remedy identified readiness problems?

- Identify tools (USR, ITRS) to further identify logistics, personnel or training problems
- Remedy is leadership; SDDC needs input into command selection process
- Longevity/consistency in critical functions (training)
 - MCS
 - TO
 - COR
- SEA/SGM is POC for individual training/ readiness



BLUF

Proposed organization feasible....

- Training
- Resourcing
- C2
- Readiness

Design BN/GP to include DPO mission



Other Thoughts

Who is the one POC for Warfighter
3 Robust AC Bns for CONUS plus

- ammo Bn at Concord
- One Bn on West, East and Gulf Coast
- One Bn to Alaska?

Does SDDC seek to C2 its' USAR Force Structure as SOCOM does?

Has SDDC become the RRC for its' WARTRACEd units

Is cargo doc section in Port Company large enough?

More ACDs

Company sized units w/more functional expertise

Checkbook keeper – Different for different funding lines RRC or SDDC Group
(AT money, ADA or OMAR)

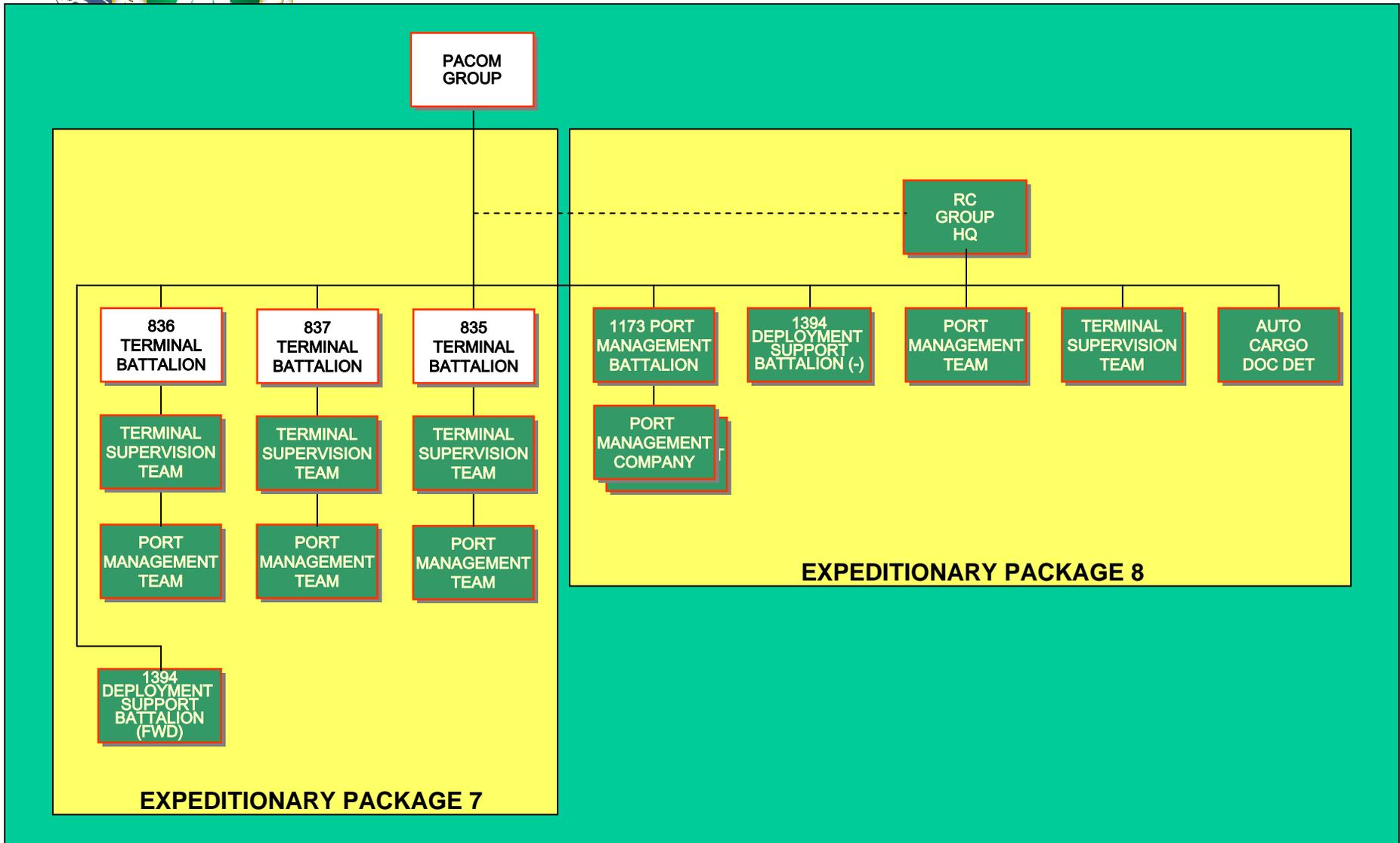


**2004
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**PACOM
Group**

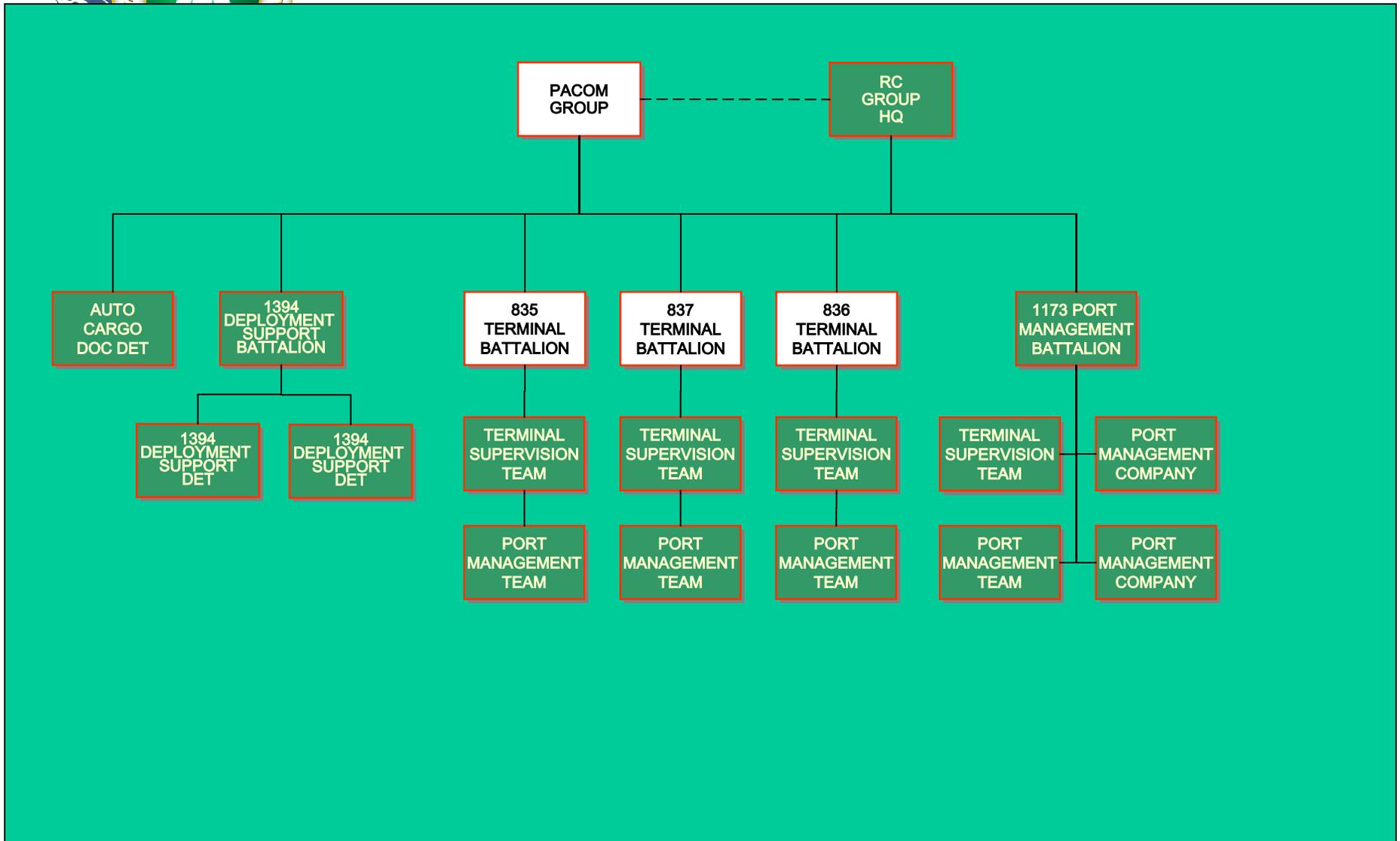


Task Organization: PACOM Group



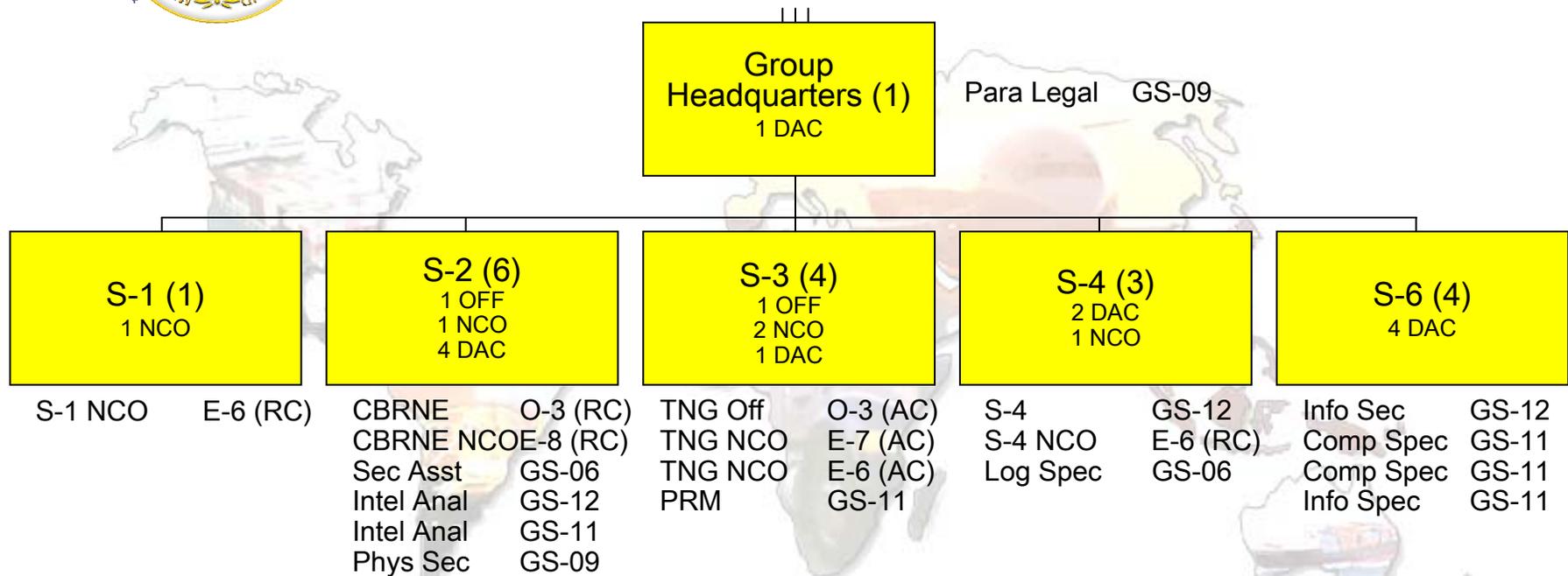


Task Organization: PACOM Group





Assumption: Composition of additional personnel requirements for the PACOM Group staff to conduct operations in a Compo-Integrated environment.



19 Pax		
2 Officer	1AC	1RC
5 NCO	2AC	3RC
12 DAC		

Recommend redistribution of additional personnel.

- Less in both S-2 and in S-6, more into S-1.
- The RC positions be AGRs (full time).



Assumption: Composition of Deployment Support Battalion

COMMAND GROUP

LTC SGM

MAJ

BATTALION STAFF

S1

CPT

SFC

SGT

S2/3

MAJ

CPT

MSG

SFC

S4

SFC

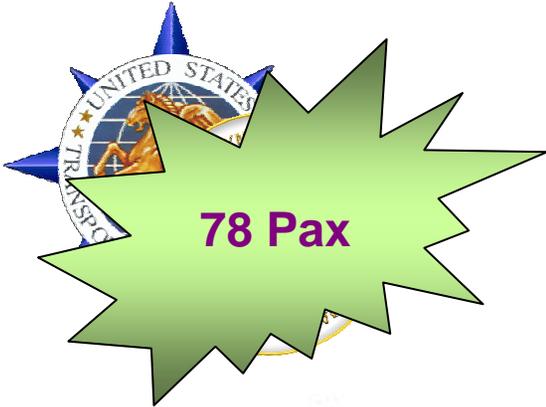
S6

SSG

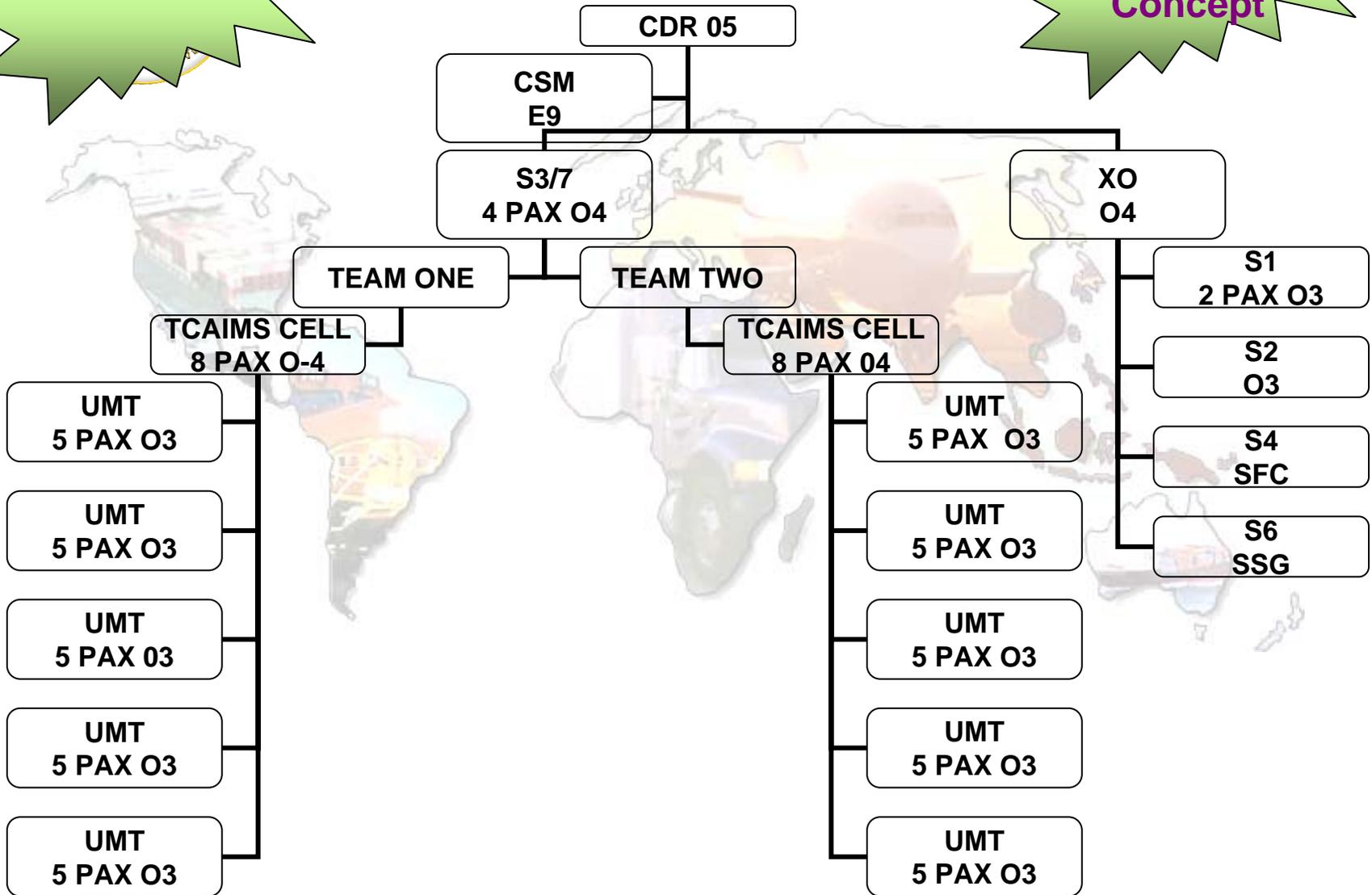
UNIT MOVEMENT TEAMS

MAJ										
CPT										
CW2										
SFC										
SSG										
SGT										

78 Pax



*Recommended Composition of
Deployment Support Battalion*





Problem #1: Operations (1)

How will PACOM Group interface with the SDDC G-3 and subordinate units during the planning phase of operations?

- **Receive tasking from SDDC-G3.**
- **Coordinate planning with COCOM and conduct mission analysis.**
- **Forward draft CONOPS to SDDC-G3 for coordination and identify resource requirements.**



Problem #1: Operations (2)

How will the PACOM Group execute command and control of current operations? What mechanisms are required?

- **Group HQ identifies the SPM and executes C2.**
- **Requires a clear and concise task organization.**



Problem #1: Operations (3)

What problems does the PACOM Group see when conducting operations as a Compo-Integrated Group or as an Expeditionary Package?

- Peacetime RRC C2 requirements for NON-SDDC units detract from SDDC operational readiness.
 - Recommendation: Realign RC units under SDDC chain of command (MI model).
- Additional HQ staff personnel required in S1 and additional RC personnel (AGR).
- SAs (WPS, TCAIMS), are critical skill sets necessary for implementation of Multi-Compo. There is currently a shortage of these assets...new organizations will require additional resources.
- Reconfigure DSB structure to meet Expeditionary package requirements.



Problem #1: Operations (4)

Where should the Group Headquarters be located within the AOR?

- RC-HQ Group co-located with AC-HQ Group.
- OPTION 1: Locate HQ Group in Hawaii with PACOM.
- OPTION 2: Locate the HQ Group with future Unit of Employment (UEy) location.



Problem #1: Operations(5)

Should any of the Active Component Battalions be relocated?

- **Posture/Position smaller units (DETs) to support the war-fighter in future theater requirements (i.e. Guam, Australia, Singapore etc).**



Problem #2: Training (1)

Define the Group Headquarters responsibilities in conducting “Training Oversight” of assigned Army Reserve units.

- **Provide training guidance Quarterly/Annually.**
- **Provide funding to support training requirements and identify additional funding requirements to HQ.**
- **Receive and review Yearly Training Plans from subordinate units.**
- **Unit Status Reports (USR).**
- **Identify training opportunities.**
- **Conduct evaluations, assessments, and Quarterly Training Briefings/SATB.**



Problem #2: Training (2)

How should the Group Headquarters prepare and conduct Training Guidance and Training Briefings?

- **Conduct mission analysis.**
- **Identify and approve subordinate METLs.**
- **Conduct Staff Assistance visits.**
- **SDDC must take ownership of ARTEP-MTPs for all SDDC aligned units.**



Problem #2: Training (3)

What mechanisms are required for the Group Headquarters to interface with Army Reserve units during training planning and execution?

- **Assign RC units to AC Terminal Battalion to cultivate working relationships.**
- **Integrate RC units into PACOM exercises and training events at the Strategic, Operational and Tactical level.**
- **Consolidate training opportunities by skill set.**
- **Periodic Reviews, Assessment and Evaluations.**
- **Group CPX.**



Problem #3: Readiness (1)

How will PACOM Group oversee the readiness of assigned Army Reserve units?

- Group provides readiness requirements to the subordinate RC units.
- Conduct Quarterly Readiness Reviews (QRR).

Will regular USR turn-in, briefings and analysis be required?

- Continue USRs, briefings, and analysis.

What other standard management tools may help?

- Special reporting requirements not identified on the USR will be identified by the Group (i.e. WPS, ICODES, WPS-SA etc).



Problem #3: Readiness (2)

How will the PACOM Group remedy identified readiness problems?

- **Prioritize Training/Equipment requirements (i.e. WPS, ICODES, WPS-SA, HAZMAT etc).**
- **Develop situational training events to meet deficiencies.**
- **Identify personnel shortages to HQ SDDC-G7 for augmentation.**



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CENTCOM
Group

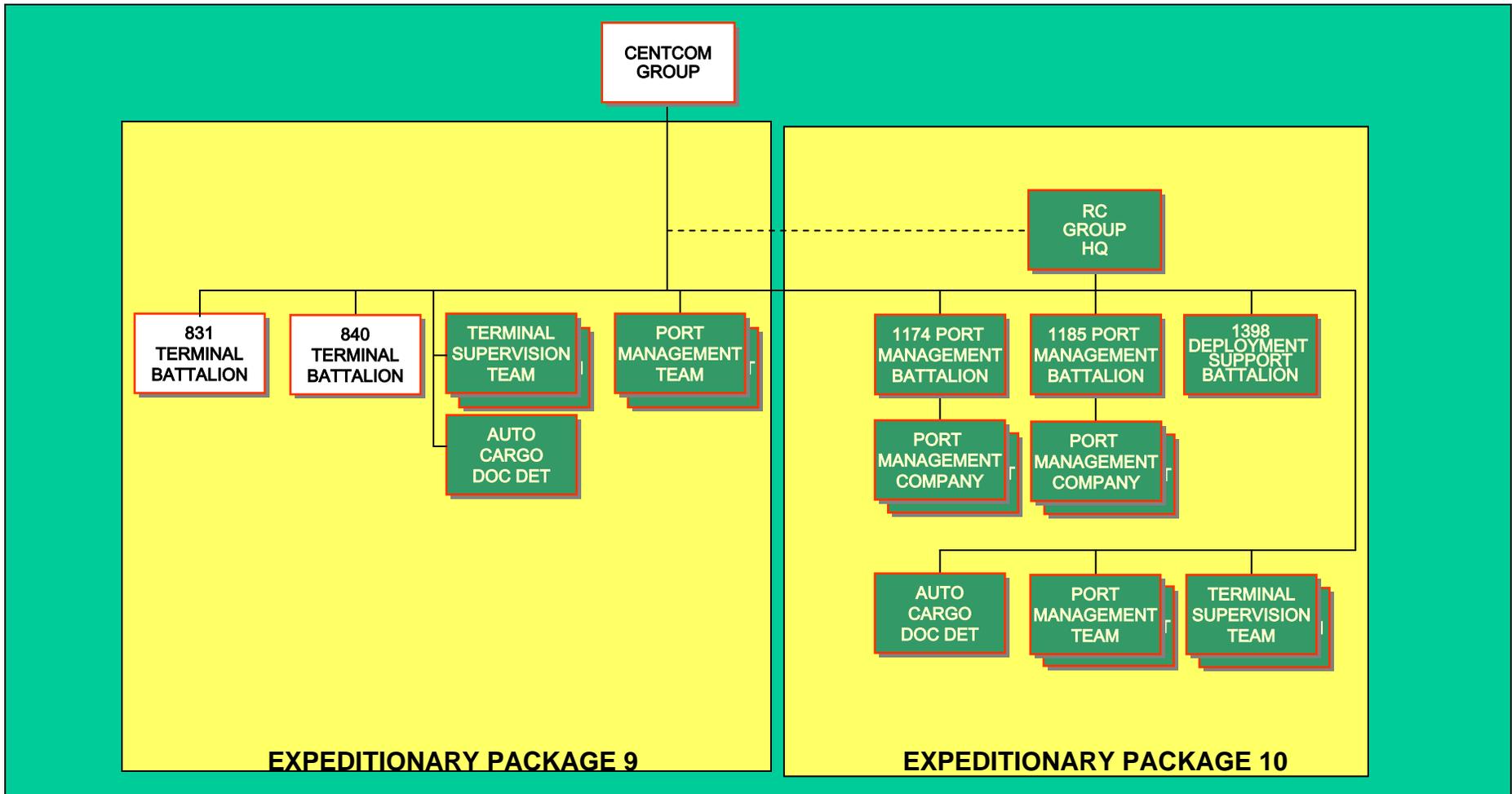


ASSUMPTIONS

- AC CENTCOM GRP will be permanently based in AOR
 - CENTCOM GRP co-located with CENTCOM HQs
 - 2 AC Battalions assigned to CENTCOM GRP
 - 840th (Kuwait, summer FY05)
 - AOR (Kuwait & Iraq)
 - Force structure approved NLT Oct 04
 - Personnel recruitment, equipment fielding, ISAs, MOAs, etc. Must begin immediately
 - 831st (Bahrain)
 - AOR (Remainder of CENTCOM AOR)
 - DPO mission will “greatly” expand CENTCOM GRP/BN functions
 - MVT Control and inland distribution to Distribution Centers/TAAAs as defined by the CENTCOM J-4
 - USC COR functions
 - Container Management
 - Will require major “plus-up” of personnel and functional expertise
 - Must be considered in determining composition of 831ST/840th & CENTCOM GRP HQs
- RC GRP will be permanently aligned, but expeditionary to include deployment outside of CENTCOM AOR.



Task Organization: CENTCOM Group





Assumption: Composition of the CENTCOM Group Headquarters

Group Headquarters (7)
 2 OFF
 1 NCO
 4 DAC

Commander 0-6 (AC)
 XO 0-5 (AC)
 SGM E-9 (RC)
 Exec Asst GS-14
 Para Legal GS-09
 Public Affairs GS-11
 Admin GS-07

S-1 (7)
 6 DAC
 1 NCO

S-2 (9)
 2 OFF
 1 NCO
 6 DAC

S-3 (18)
 4 OFF
 5 NCO
 9 DAC

S-4 (10)
 7 DAC
 1 OFF
 2 NCO

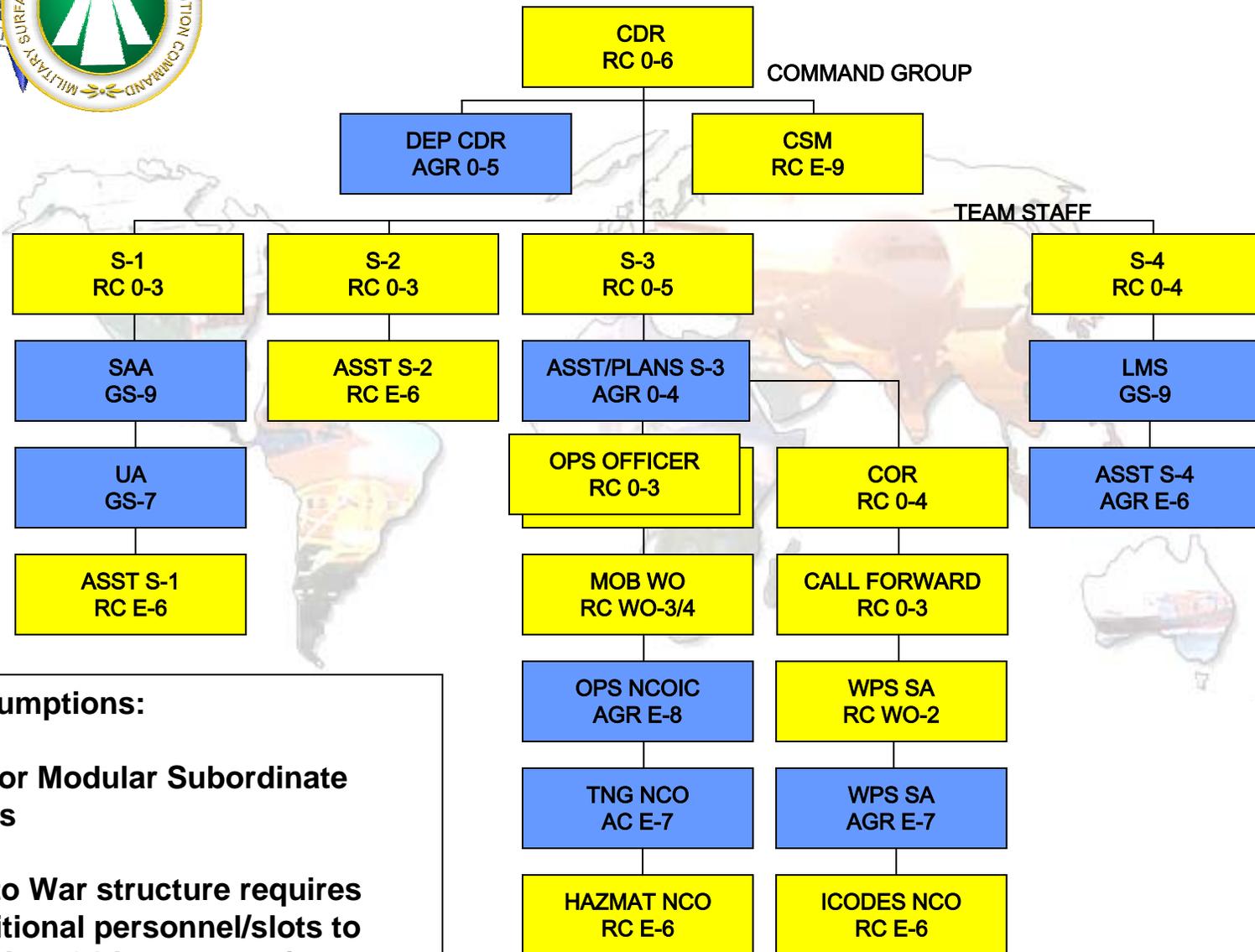
S-6 (9)
 9 DAC

S-1	O-3 (AC)	S-2	O-4 (RC)	S-3	O-4 (AC)	S-4	GS-12	S-6	GS-13
S-1 NCO	E-6 (RC)	Asst S-2	GS-12	Asst S-3	O-3 (RC)	Asst S-4	O-3 (RC)	Info Sec	GS-12
HR	GS-11	Pers/OPSEC	GS-11	NCOIC	E-7 (AC)	Supply	GS-11	Comp Spec	GS-11
Personnel	E-6 (AC)	Sec Asst	GS-06	Asst NCOIC	E-6 (RC)	S-4 NCO	E-6 (AC)	Comp Spec	GS-11
Pass/TVL	GS-06	Intel Anal	GS-11	TM Spec	GS-11	Log	GS-09	Systems	GS-11
RM	GS-11	Phys Sec	GS-09	TM Spec	GS-09	Supply Tech	E-6 (RC)	Comp Spec	GS-11
RM	GS-09	CBRNE	O-3 (RC)	Trans Plans	O-3 (RC)	Log	GS-06	Comp Spec	GS-11
		CBRNE NCO	E-8 (RC)	Plans NCO	E-7 (RC)	Safety NCO	E-6 (RC)	System NCO	E-7 (RC)
		Admin	GS-06	TNG OIC	O-3 (AC)	HAZMAT	GS-11	Info Spec	GS-11
				TNG NCO	E-7 (AC)	QA Spec	GS-11		
				CGO NCO	E-6 (RC)				
				MCS	GS-11				
				TNG NCO	E-6 (AC)				
				Port OPNS	GS-09				
				Port OPNS	O-3 (RC)				
				Rail OPNS	E-6 (RC)				
				PRM	GS-11				
				Admin	GS-06				

60 Pax
 10 Officer 4AC 6RC
 15 NCO 5AC 10RC
 35 DAC



Assumption: Composition of RC Transportation Group Headquarters



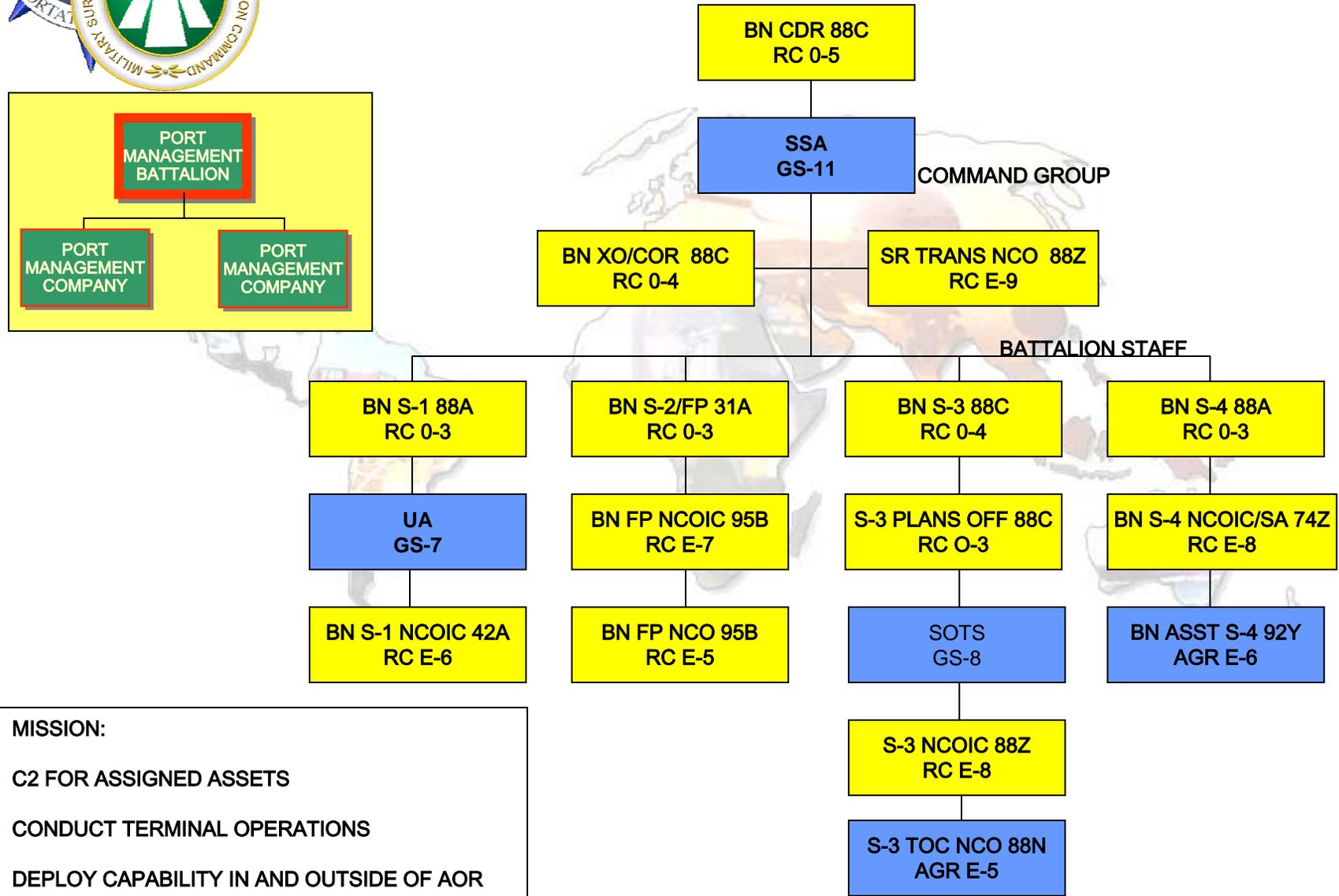
Assumptions:

C2 for Modular Subordinate Units

Go to War structure requires additional personnel/slots to conduct 24-hour operations.



Assumption: Composition of Port Management Battalion Headquarters



MISSION:

- C2 FOR ASSIGNED ASSETS
- CONDUCT TERMINAL OPERATIONS
- DEPLOY CAPABILITY IN AND OUTSIDE OF AOR



Problem #1: Operations

How will CENTCOM Group interface with the SDDC G-3/G-5 and subordinate units during the planning phase of operations?

CENTCOM GRP receives missions (via OPORD) from SDDC G-3 and JLC, conducts MA, and develops possible COAs. CENTCOM GRP provide support requirements to SDDC. SDDC provides initial guidance and directives to subordinate units. SDDC has visibility of all operational missions within AOR via DDOC. CENTCOM GRP conducts MDMP and produces OPORD/FRAGOs to subordinate units.

How will the CENTCOM Group execute command and control of current operations? What mechanisms are required?

RC GRP HQs inadequate to execute C2. AC GRP HQs needs to be re-worked. Employment of the RC GRP HQs is based on METT-TC. AC GRP will be permanently based and AOR focused. RC GRP is permanently aligned, but expeditionary to include deployment outside of CENTCOM AOR.

What problems does the CENTCOM Group see when conducting operations as a Compo-Integrated Group or as an Expeditionary Package?

Flexibility and responsiveness is effected by the number of full time personnel on board. Responsiveness will increase with the ratio of full-time vs. TPU. CENTCOM GRP CDR constructs a mission augmentation plan for the calendar year which reflects peacetime requirements. RFF process has to be streamlined to facilitate surge requirements in order to accommodate internal rotations of RC versus relying on AC assets.



Problem #1: Operations

Where should the Group Headquarters be located within the AOR?

Co-locate with CENTCOM HQs within AOR.

Should any of the Active Component Battalions be relocated?

1 x Trans Bn – Kuwait
1 x Trans Bn – Bahrain



Problem #2: Training

Define the Group Headquarters responsibilities in conducting “Training Oversight” of assigned Army Reserve units.

AC GRP provides theater specific training requirements on future mission to SDDC G-7. SDDC G-7 will be the overall training manager in conjunction with USARC. RC GRP provides training oversight to subordinate RC units.

How should the Group Headquarters prepare and conduct Training Guidance and Training Briefings?

SDDC Guidance-----AC GRP----- RC GRP-----combines GRP guidance with USAR guidance. RC GRP receives training briefs from RC subordinate units (i.e.YTB/YTG). RC GRP brief backs AC GRP.

What mechanisms are required for the Group Headquarters to interface with Army Reserve units during training planning and execution?

CENTCOM GRP identifies training requirements to SDDC G-7. USARC/SDDC G-7 identifies units against training opportunities and integrates annual training and exercise planning in coordination with SDDC G3.



Problem #3: Readiness

How will CENTCOM Group oversee the readiness of assigned Army Reserve units? Will regular USR turn-in, briefings and analysis be required? What other standard management tools may help?

CENTCOM GRP does not have oversight of Army Reserve units until they are OPCON or assigned upon mobilization to the AC GRP.

Peace time: RC GRP turns in USRs to RRC who provides them to USARC. USARC provides USR and disseminates to SDDC.

How will the CENTCOM Group remedy identified readiness problems?

USARC- RC-RC GRP. RC GRP has responsibility for readiness for all RC subordinate units. Continue fencing SDDC units.



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Group***



Facts

- EUCOM mission focus will change
 - Rotational vs. permanent forces
 - Center of gravity shifts to the East and South
 - Shift from traditional strategic seaports/LOCS
- Capabilities must address austere environment and access denial strategies
 - Hub & Spoke (Gateway for follow-on ops)
 - Increased Reliance on Intra-Theater Lift
 - Dispersed Ops
- Legacy theater support structure remains in Europe
- Significant theater unique policies and procedures remain



EUCOM View Today

REF MG Darden Testimony to HASC Last Week:

- Forward Operating Sites must be ID'd/Developed
- Assured Access is Critical to Future Viability
- Identification of Multiple Locations for OP Flexibility
- Establishing Continuity is Critical in Theater
 - Critical Functions Must be Institutionalized
 - Working Relationships/Procedures to Facilitate rotation/deployment/employment of warfighting capabilities are critical
- Lots of work to do in Africa & the East
- Must Leverage established relationships/infrastructure
- Multinational/Host Nation Support is Critical



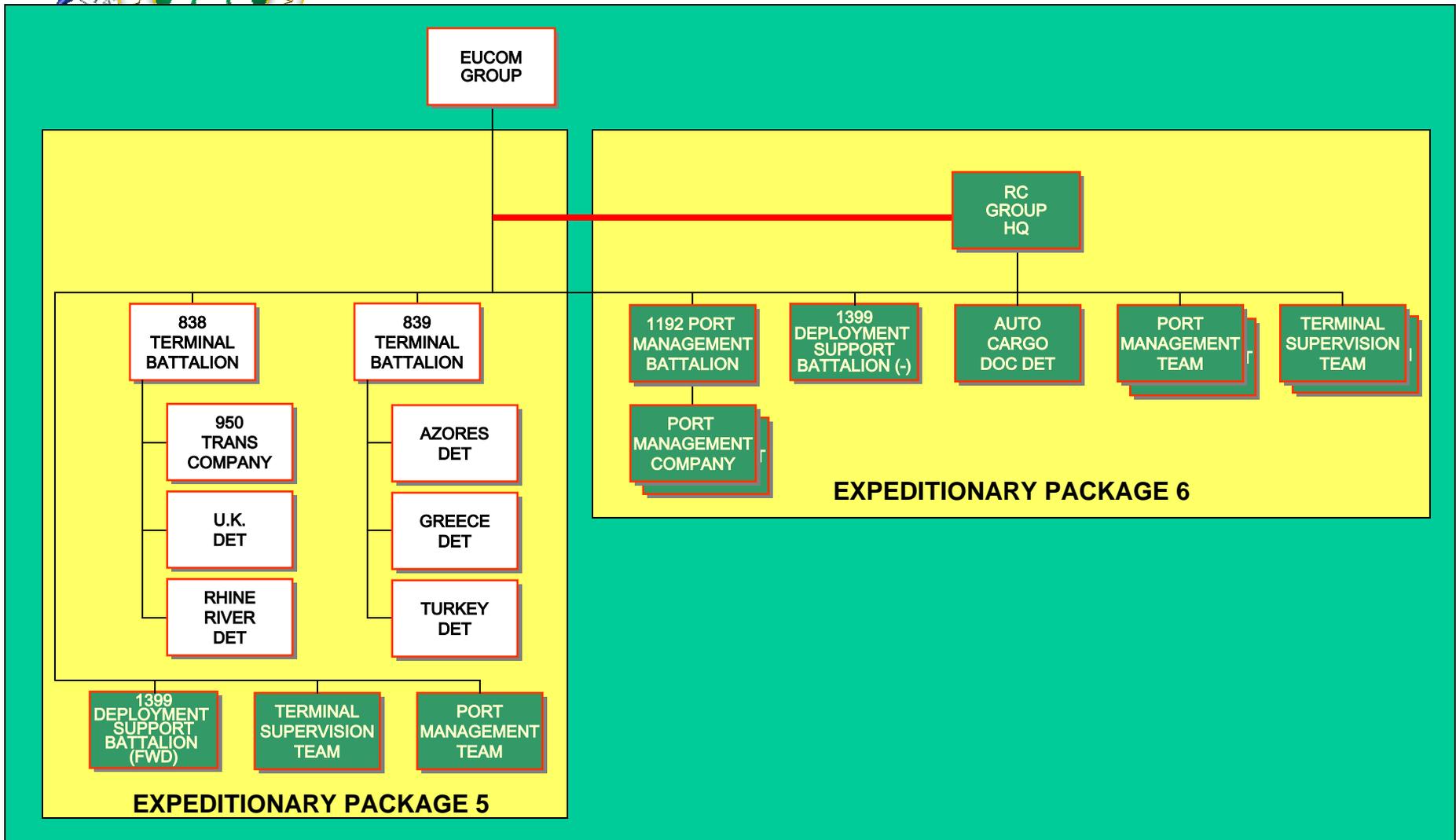
Assumptions

- RC units will be able to mobilize within 31 days
- RC units will be able to extend annual training duration
- RC units will be equipped for world wide operations
- Additional AGR positions for RC Units



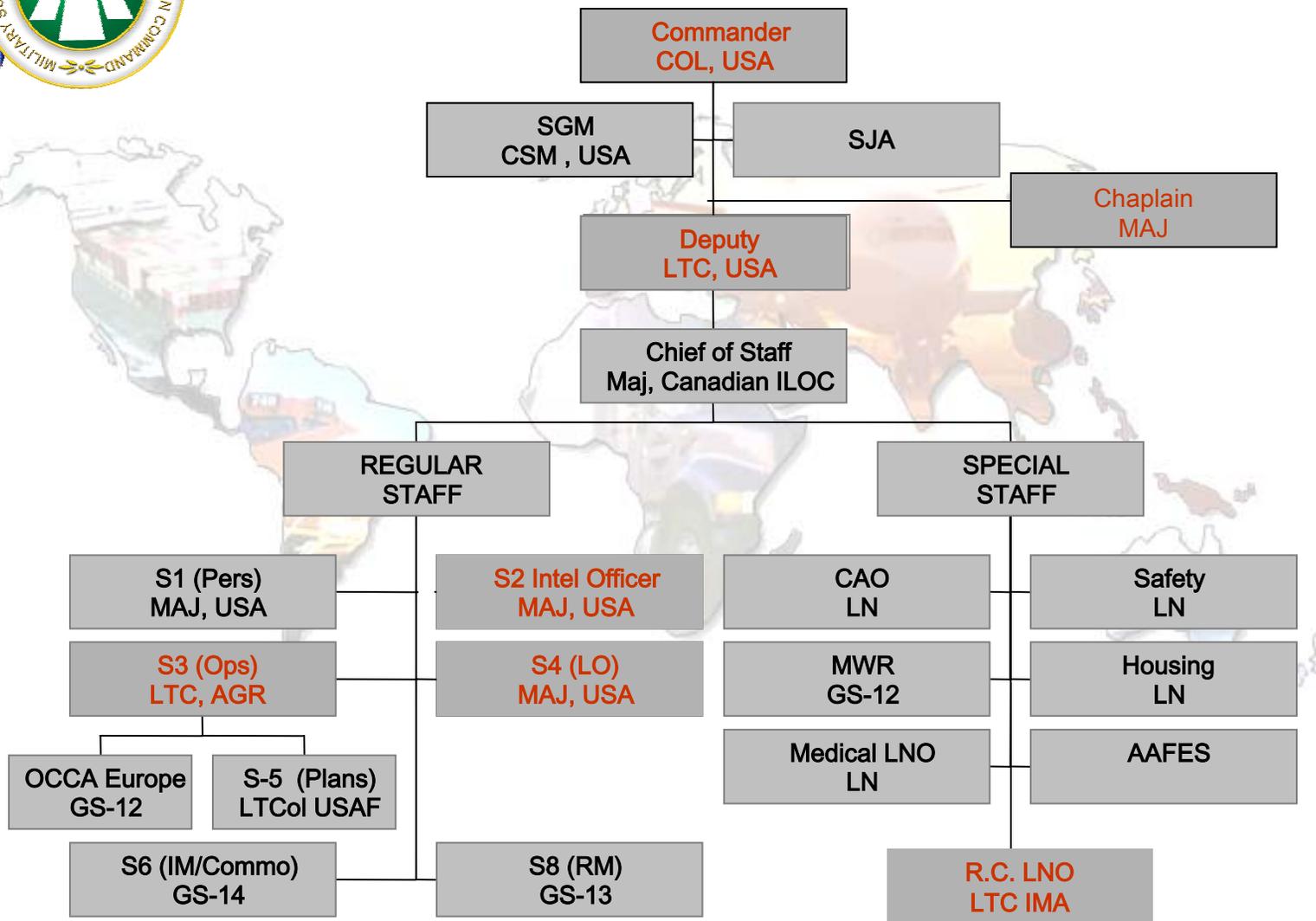
Structure

Task Organization: EUCOM Group





Assumption: Composition of EUCOM Group Headquarters





Assumption: Composition of RC Transportation Group Headquarters

20 PAX
11 OFF
9 NCO

CDR
RC 0-6

COMMAND GROUP

DEP CDR
RC 0-5

NCOIC
RC E-9 (CSM)

TEAM STAFF

S-1
RC 0-3

S-2
RC 0-3 (MI)

S-3
RC 0-5

S-4
RC 0-4

ASST S-1
RC E-6

ASST S-2
RC E-6 (31B) /

ASST/PLANS S-3
AGR 0-4

ASST S-4
RC E-6

BATTLE CPT
RC 0-3

COR
RC 0-4

WPS SA
RC E-6

BATTLE CPT
RC 0-3

CALL FORWARD
RC 0-3

OPS NCOIC
RC E-7

WPS NCO
RC E-6

HAZMAT NCO
RC E-6

ICODES NCO
RC E-6

MISSION:

PROVIDE EPEDITIONARY PACKAGE COMMAND AND CONTROL, AND PORT OPENING CAPABILITY AT ASSIGNED PORTS WITHIN AOR.

ON ORDER, PROVIDE C2 AND PORT OPENING CAPABILITY OUTSIDE OF HABITUAL AOR.

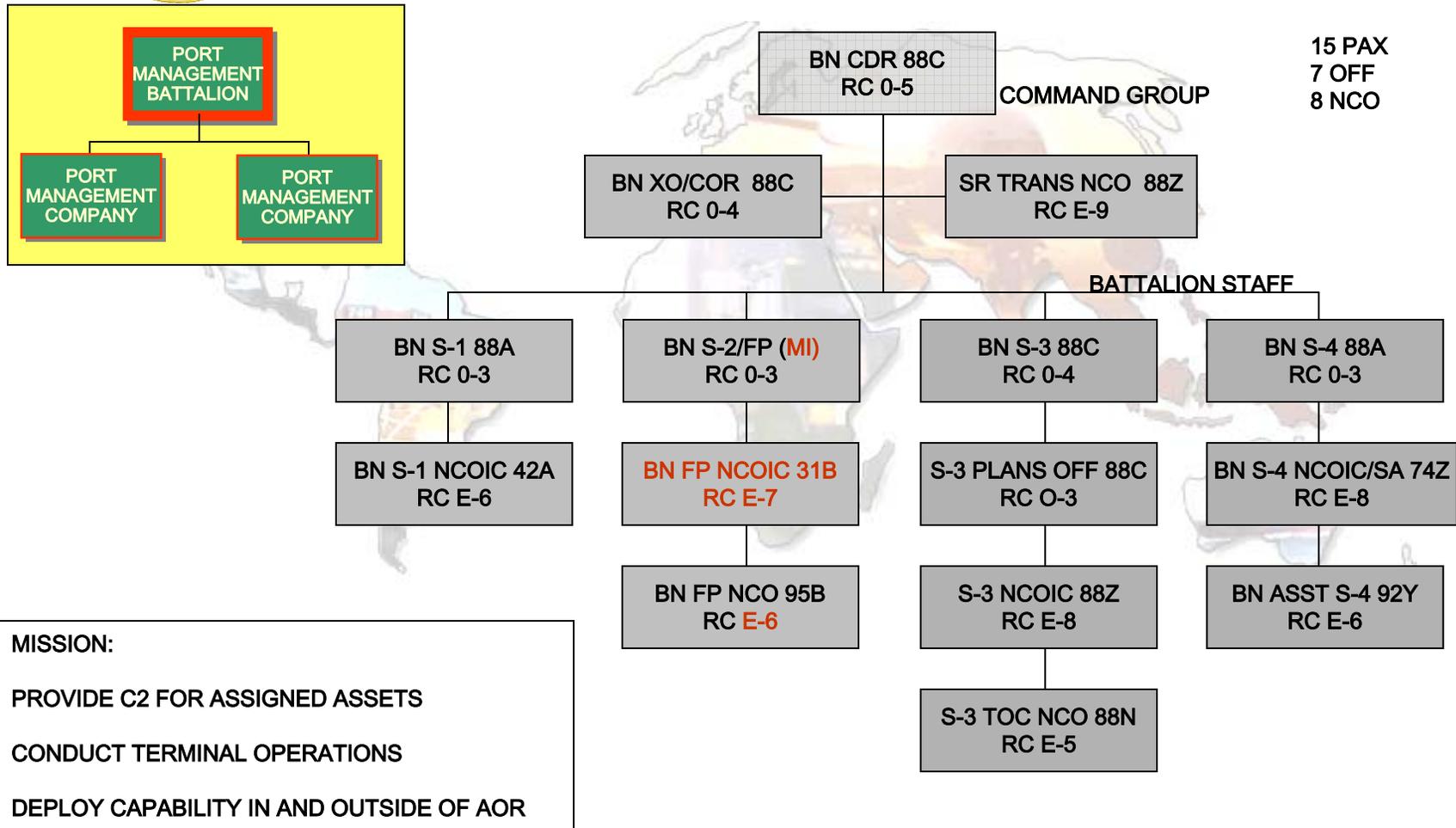
PROVIDES END TO END CAPABILITY WITH THE TASK ORGANIZATION OF PMB/PMT/TST/ACD UNITS.

SUPERVISES TRAINING AND READINESS MANAGEMENT IN THE COMPO-INTEGRATED GROUP.



Assumption: Composition of Port Management Battalion Headquarters

15 PAX
7 OFF
8 NCO

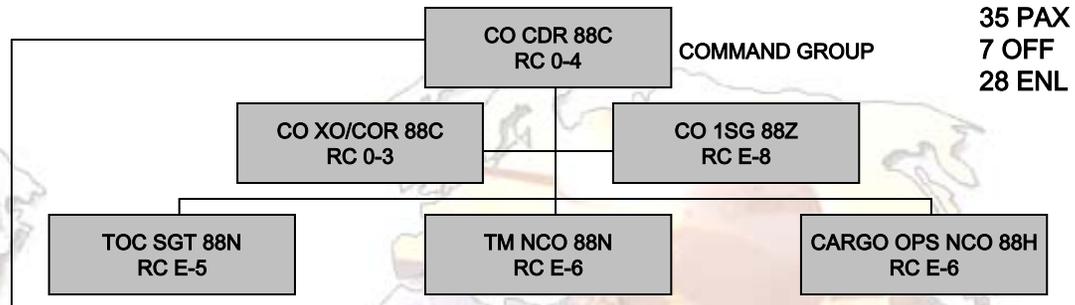
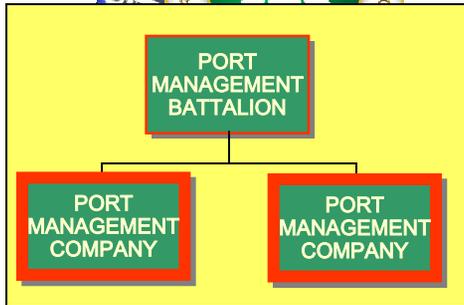


MISSION:

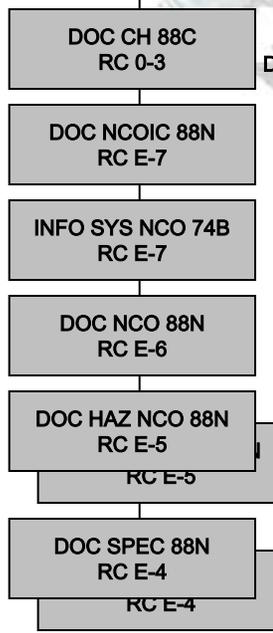
- PROVIDE C2 FOR ASSIGNED ASSETS
- CONDUCT TERMINAL OPERATIONS
- DEPLOY CAPABILITY IN AND OUTSIDE OF AOR



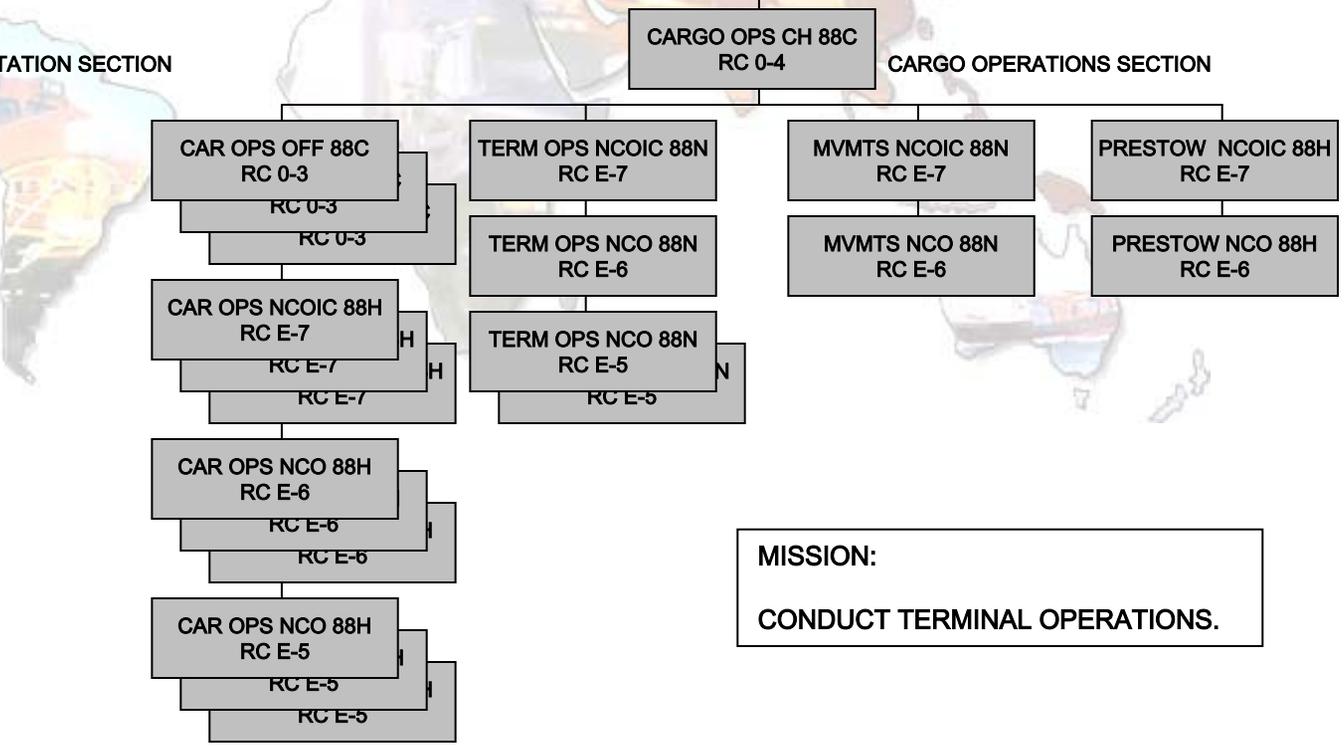
Assumption: Composition of Port Management Company



35 PAX
7 OFF
28 ENL



DOCUMENTATION SECTION



MISSION:
CONDUCT TERMINAL OPERATIONS.



Assumption: Composition of Deployment Support Battalion

NOTE: C2 element not required upon deployment. Group / BN assumes Direct C2.

COMMAND GROUP

LTC SGM

MAJ

BATTALION STAFF

S1

CPT

SFC

SGT

S2/3

MAJ

CPT

MSG

SFC

S4

SFC

S6

SSG

UNIT MOVEMENT TEAMS

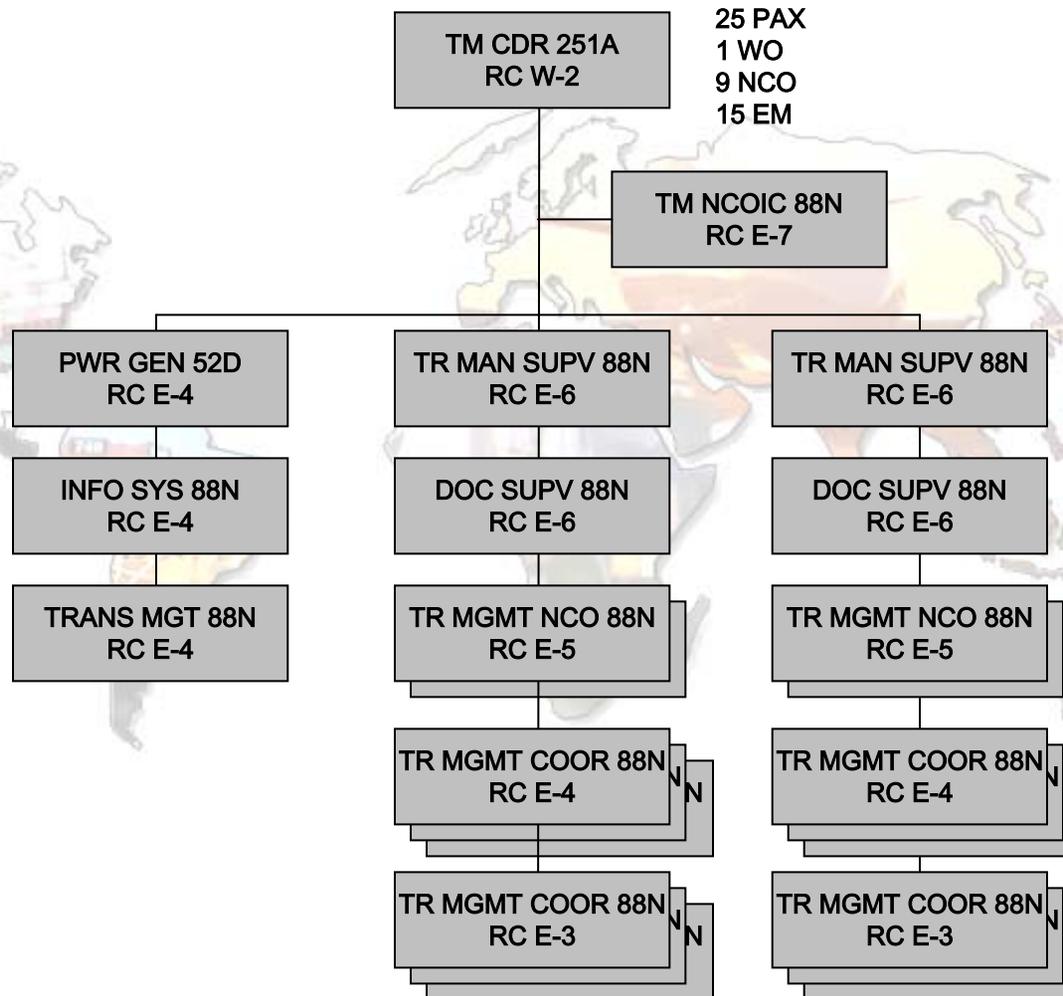
MAJ										
CPT										
CW2										
SFC										
SSG										
SGT										



78 Pax



Assumption: Composition of the Automated Cargo Documentation Detachment

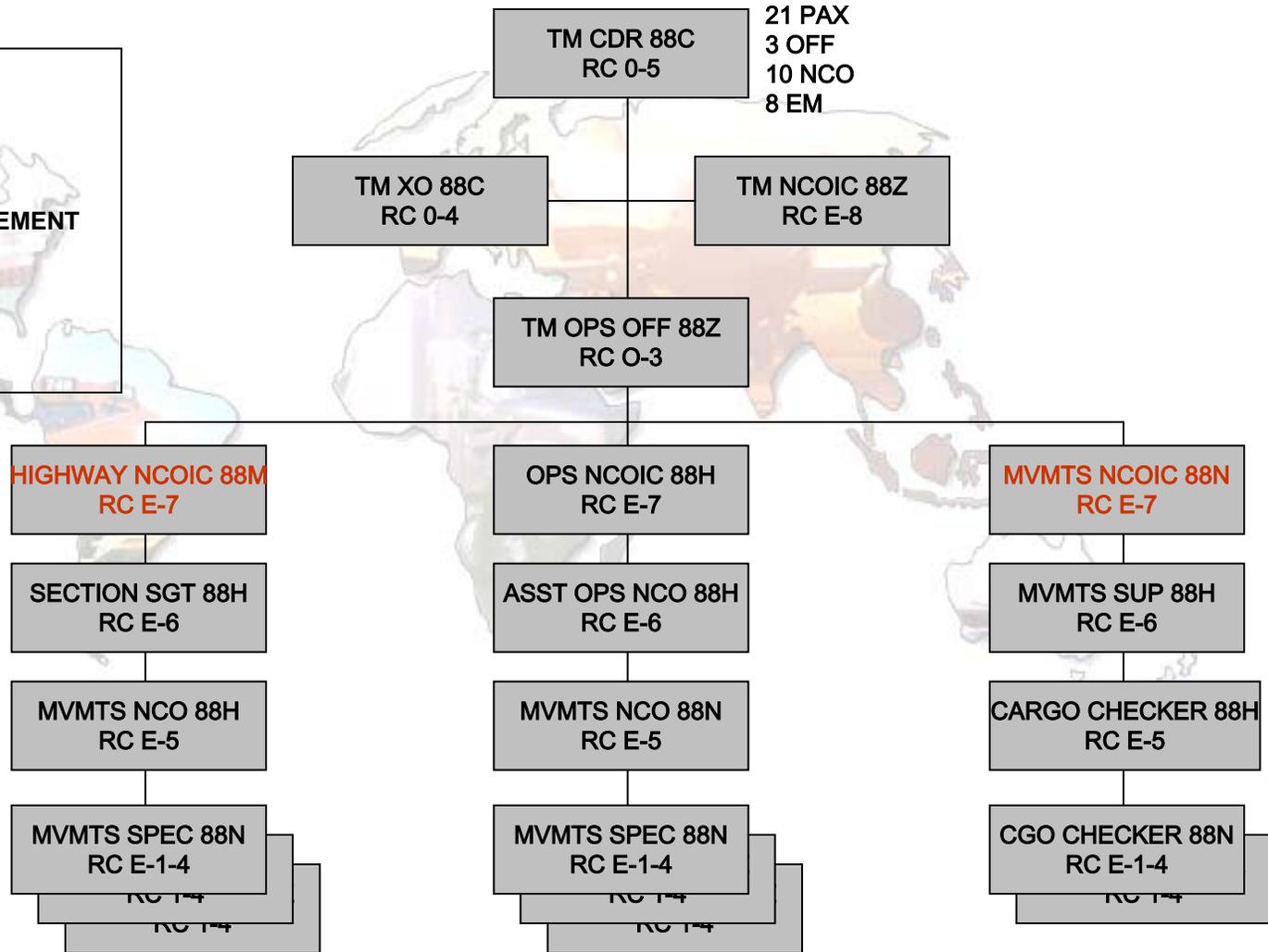




Assumption: Composition of the Terminal Supervision Team

MISSIONS:
 ASSIST THE EP CDR IN THE CONDUCT OF TERMINAL C2 OPERATIONS
 ITV/TAV/CONTAINER MANAGEMENT

SYSTEMS:
 RFID
 WPS
 TC-AIMS II



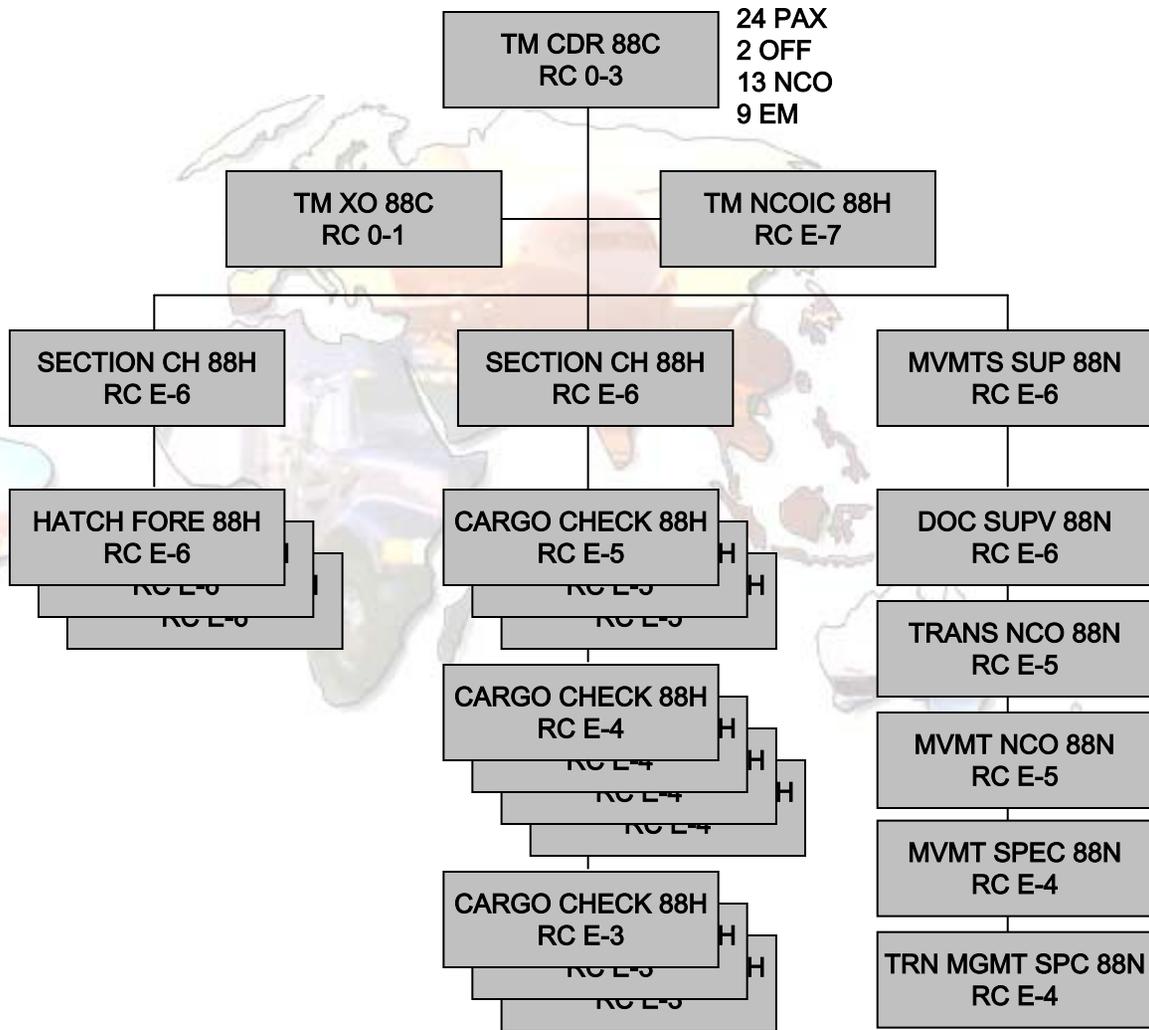


Assumption: Composition of the Port Management Team

MISSIONS:
 ASSIST THE SPM IN CONDUCTING
 TERMINAL OPERATIONS

**ITV/TAV/CONTAINER
 MANAGEMENT**

SYSTEMS:
 WPS
 ICODES





Problem #1 Operations

How will EUCOM Group interface with the SDDC G-3 and subordinate units during the planning phase of operations?

- 598th LNO co-located with USAEUR Staff
- Direct coordination with both AC and RC subordinates
- 598th works plans directly with USAREUR plans
- Request additional support from SDDC Ops as required



Problem #1 Operations

How will the EUCOM Group execute command and control of current operations? What mechanisms are required?

- C2 tailored to specific mission requirements
- CAA remains in effect
- Standardization of communication equipment



Problem #1 Operations

What problems does the EUCOM Group see when conducting operations as a Compo-Integrated Group or as an Expeditionary Package?

- Need for habitual relationship with RC units
- Timeliness and duration of RC mobilization
- How do we engage RC commanders early in contingency Planning cycle
- Equipment availability / compatibility (combat readiness)
- Lack of Theater experience in RC (customs, rail etc)
- Requirement to conduct independent operations



Problem #1 Operations

Where should the Group Headquarters be located within the AOR?

- Current plan remains in effect
- Development of turn key facilities required in the future



Problem #1 Operations

Should any of the Active Component Battalions be relocated?

- 840th to move to Kuwait in support of CENTCOM
- 838th and 839th maintain current locations
- Periodic review based on emerging EUCOM plans



Problem #2 Training

Define the Group Headquarters responsibilities in conducting "Training Oversight" of assigned Army Reserve units.

- 598th commander to approve RC unit METLs
- Issue command training guidance to AC / RC units
- Request mobile training teams to support commanders vision
- Regular command assistance visits to RC units
- RC commanders to attend semi annual training conferences
- RC commanders to participate in regular VTCs



Problem #2 Training

How should the Group Headquarters prepare and conduct Training Guidance and Training Briefings?

- Regularly scheduled commanders VTCs
- Regular command assistance visits
- 598th issues YTG to RC units
- 598th reviews and validates RC YTC



Problem #2 Training

What mechanisms are required for the Group Headquarters to interface with Army Reserve units during training planning and execution?

- VTC
- SIPRNET
- IWS
- Exportable training packages for European specific requirements



Problem #3 Readiness

How will EUCOM Group oversee the readiness of assigned Army Reserve units? Will regular USR turn-in, briefings and analysis be required? What other standard management tools may help?

- 598th will review and validate RC USRs
- 598th will conduct TAM for RC units
- 598th will prioritize functional training



Problem #3 Readiness

How will the EUCOM Group remedy identified readiness problems?

- Permanent AGR LNO to 598th HQs to advise commander on reserve issues
- RC commander develops relationship with RC recruiting
- Provide guidance on both individual and collective training (annual training)



Challenges

- Distance
- Communications (VTC, Secure Data)
- Maintain habitual training relationships
- Statutory limits on Annual Training
- Equipment
- RC familiarity with Theater Policies and Procedures
- RRC peacetime C2 requirements

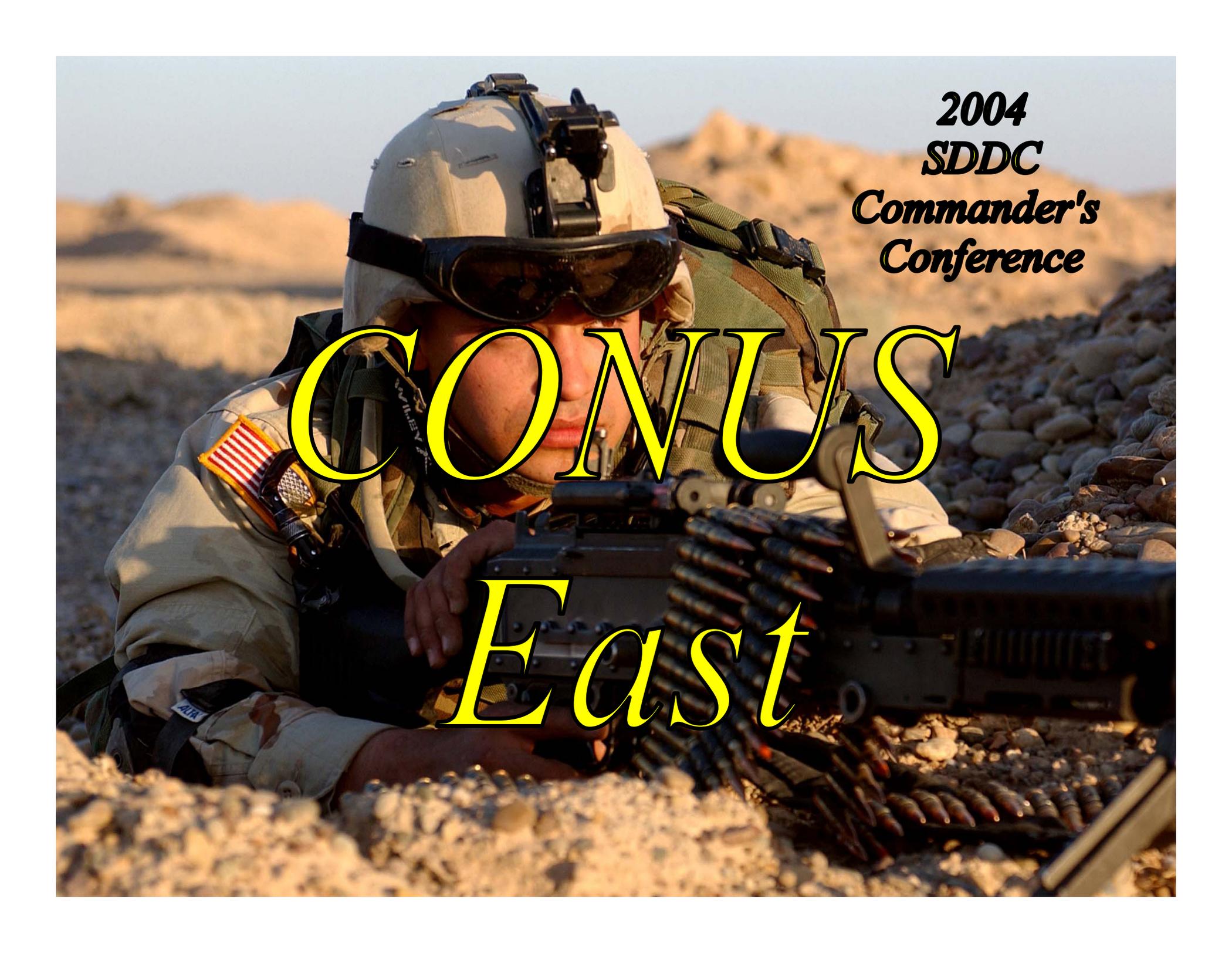




Summary

RU6

The proposed force structure changes with our recommended adjustments will greatly enhance the EUCOM Group's ability to conduct operations at multiple theater locations. The formation of habitual training and personal relationships with aligned RC units will enable all Group organizations to operate independently in the unique European Theater immediately upon their arrival.

A soldier in a desert environment, wearing a helmet and goggles, is operating a machine gun. The soldier is wearing a tan uniform with an American flag patch on the shoulder. The background shows a rocky, desert landscape under a clear sky.

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AGENDA



- **FACTS**
- **ASSUMPTIONS**
- **ANSWERED QUESTIONS**
- **CHALLENGES**



FACTS

AC Group HQ is Multi-Compo Hybrid structure;

RC Group HQ is not Multi-Compo Hybrid structured - no AC personnel assigned

AC BNs structure TBD

RC BN and below are not multi-compo

Force structure does not include coverage for the DPO, Container management, and RFID missions

Elements under AC Bn not mirrored



RU3

Assumptions

Operate CONUS as a Theater (Movement and port operations responsibility).

SDDC RC units will not perform admin functions for non-SDDC units
C2 structure

CONUS EAST will have Fort to Port/ Port to Fort responsibility.

AC/RC Groups/BN staff/operators will mirror functions

US customers aligned by enter/exit points: East Coast and
SOUTHCOM AOR.

AC/RC Group Commanders will report directly to SDDC CG.

1 AC Bn will report to RC Group HQ's during peacetime; 2nd AC Bn reports to AC Group



Assumptions Con't

E.E. DA Civilians must be deployable

RC BN's staff plan, and companies/separate teams execute missions;
AC BN plan and operate at BN level.

Assume each port management company can operate 1 LMSR's or 2 small ships 24/7.

SDDC staff will perform strategic functions with MACOMs/COCOMs:
deliberate planning and policy, funding

SDDC staff will coordinate with RRC/USARC for the following:
recruiting, promotions, funding

New Ammunition Distribution Agency is stand alone and reports
directly to SDDC.

USARC concurs with force structure

Structure in line with TAA-11



Operations QUESTION #1

How will CONUS EAST interface with the SDDC G-3 and subordinate units during the planning phase of operations?

- Continuous parallel planning between Group S-3 and SDDC G-3 at the Operational Level.
- Continuous parallel planning between Group S-3 and BN S-3 and separate teams at the tactical Level.
- Conduct Mission Analysis and Provide Concept of Support to SDDC.



Operations QUESTION #2

How will CONUS EAST execute command and control of current operations?
What resources are required?

- Establish a COC for coordination with warfighters in East Coast AOR.
- A fully resourced Group HQ capable of 24/7 operations (S-3 staffing issue)



Operations QUESTION #3

What problems do CONUS EAST see when conducting operations as a Compo-Integrated Group or as an Expeditionary Package?

- No problems if fully resourced and executed according to assumptions (AC Bn?).
- No problem if deployed as Expeditionary Package if no requirements to work on East Coast or RC Group is activated to cover down and trained in day to day operations (learning curve?).



Operations QUESTION #4

Where should the Group Headquarters be located within the AOR?

- Fort Eustis
- Atlanta/FORSCOM HQ





Operations QUESTION #5

Should any of the Active Component Battalions be relocated?

No Change – war focused





Training QUESTION #1

Define the Group HQ responsibilities in Conducting “Training Oversight” of assigned Army Reserve Units

- Group Training Guidance Published
- EXEVAL per AR 220-3
- Conduct CIP
- Integrate with current ops and exercises
- CPX/SIMEX



Training QUESTION #2

How should the Group HQ prepare and conduct Training Guidance and Training Briefings? RU4

- Provide Training Guidance/Calendar
- Plan and execute 8-step training model
- Conduct SATB
- Group/BN AC/RC will brief SDDC CG



Training QUESTION #3

What mechanisms are required for the Group HQ to interface with Army Reserves units during training, planning, and execution?

- Coordinate Drill/AT Dates
- Provide Mobilized Training Teams
- AT packet submission
- Identify training opportunities for entry into USARC Unit Training System (UTS) and scheduling



Readiness QUESTION #1

How will CONUS EAST oversee the readiness of assigned Army Reserve units? Will regular USR turn-in, briefings, and analysis be required? What other standard management tools may help?

- Individual Training Reserve System (ITRS) reports (21 & 35)
- Copy of USR (QTR)
- SATB
- AAR
- Create Group specific information requirements (i.e. WPS, ICODES, HAZMAT, and SA)



Readiness QUESTION #2

How will CONUS EAST remedy identified readiness problems?

- Fix it plan/recommendations from unit commander
- Internal look within Group/prioritize resources
- External assistance at SDDC HQ



Challenges

RU5

Warfighter has to deal with more than one SDDC Group CONUS; as well as two separate Groups within CONUS East AOR when mobilized

AC/RC Group staff does not mirror each other (AC staff more robust)

Group staff not robust enough (SA, RM, Admin, COR, KO, rail, highway, etc...), especially S-3

AC/RC unit names should mirror

Proper AC/RC billet coding per TDA (skill set, quantity and pay grade)
ex. 88N vs 88H; RC vs AC SGM; COR at RC BN level



Challenges Cont.

How do we cover mission support to DPO, RFID writing, and Container Management

RC HQ's design not robust enough to backfill AC HQ's

C2 of AC BN during peacetime (1 active Bn reporting to RC Group HQ)

Continued refinement SDDC staff/Group Staff functionality

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