

**ATP 4-42.2**

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**Supply Support Activity Operations**

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**June 2014**

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**Headquarters, Department of the Army**

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# Supply Support Activity Operations

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**\*This publication supersedes FM 10-15 dated 12 December 1990.**

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## Preface

Army Techniques Publication (ATP) 4-42.2, *Supply Support Activity Operations*, provides specific guidance on planning, organizing, directing, coordinating, and controlling supply support. It is relevant to all logistics units at all levels. It is consistent with joint and multinational doctrine.

The principal audience for ATP 4-42.2 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this manual.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and, in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See Field Manual [FM] 27-10.)

ATP 4-42.2 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. This publication is not the proponent for any Army terms.

ATP 4-42.2 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

The proponent of ATP 4-42.2 is the United States Army Quartermaster School. The preparing agency is United States Army Combined Arms Support Command G3 Training Support and Doctrine Directorate. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-TS (ATP 4-42.2), 2221 A Ave, Fort Lee, Virginia 23802; or submit an electronic DA Form 2028 by email to [usarmy.lee.tradoc/mbx.lee-cascom-doctrine@mail.mil](mailto:usarmy.lee.tradoc/mbx.lee-cascom-doctrine@mail.mil).

Unless this ATP states otherwise, masculine nouns and pronouns do not refer exclusively to men.

# Introduction

ATP 4-42.2, *Supply Support Activity Operations*, replaces FM 10-15, *Basic Doctrine Manual for Supply and Storage*. FM 10-15 was published December 1990. There has been much advancement in strategic and operational logistics processes and procedures in response to Army transformation and recent conflicts. ATP 4-42.2 contains new operational methods resulting from lessons learned and contains processes that did not exist previously.

The Army's approach to logistics has changed significantly since FM 10-15 was published in 1990. The Army is in the process of replacing SARSS with a web-based enterprise resource planning system called Global Combat Support System – Army thereby making nearly all of the FM 10-15 information obsolete.

FM 10-15 provided information for supply officers and leaders in petroleum, water, technical supply as well as supply support activities. Each of these functions is being addressed in separate Army techniques publications making it no longer necessary to address in ATP 4-42.2, *Supply Support Activity Operations*. FM 10-15 had two sections:

Part 1: Supply Officers and Leaders. This section contains information for supply operations officers, supply platoon leaders, petroleum platoon leaders and technical supply officers. With few exceptions, the information presented is operator level procedures rather than management level business practices.

Part 2: Supply Operations. This section contains in-depth information on filling out manual forms and data entry screens for Direct Support Unit Standard Supply System and Standard Army Retail Supply System – Interim.

ATP 4-42.2 focuses on what Soldiers do rather than on the flow of digital information within the logistics automation systems. ATP 4-42.2 also focuses on aviation specific and multi-class supply support activity operations rather than specific commodity supply points. This ATP does not address management or handling of class III (bulk) or class V.

Significant topics of this ATP are as follows:

- **Chapter 1** explores the broad supply mission, supply and storage, support requirements, organizational relationships and roles/responsibilities.
- **Chapter 2** explains the principles of establishing a supply point.
- **Chapter 3** provides information on sustainment operations in a deployed environment.
- **Chapter 4** offers insights for redeploying the supply support activity.

# Chapter 1

## Supply Mission Overview

Success throughout unified land operations depends on the Army's ability to feed and clothe its forces, fuel its vehicles, arm its combat vehicles, fortify its positions, and replace its major end items, and information systems. The following chapter explores the broad supply mission, supply and storage, support requirements, organizational relationships and roles and responsibilities.

### SUPPLY AND STORAGE

1-1. Central to supply and storage is the provision of materiel to the Soldier on the battlefield. The terms inventory management, materiel control, materiel management, and supply chain management are similar as evidenced by the formal definition of each term in military literature. Inventory management is the phase of military logistics that includes managing, cataloging, requirements determinations, procurement, distribution, overhaul, and disposal of materiel. According to joint doctrine, *supply* is the procurement, distribution, maintenance while in storage, and salvage of supplies, including the determination of kind and quantity of supplies (JP 4-0). These related terms are used to describe the process of providing for the Soldier on the battlefield.

### SUPPLY OPERATIONS

1-2. *Materiel* refers to all items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes (JP 4-0). Inventory control, also called materiel management, encompasses the entire life-cycle from identifying a requirement for a piece of equipment to the disposal of that equipment. Army supply support is a subset of materiel management. Supply support is the process of providing all items necessary to equip, maintain, and sustain an operational force. In military terms, supply support can be defined as the receipt, storage, safeguarding, turn-in and issue of the various commodities referred to as classes of supply. The supply classes are the ten categories into which supplies are grouped in order to facilitate supply management and planning. The ten classes of supply are shown in table 1-1.

**Table 1-1. Classes of supply**

<b>Class I</b>	Subsistence
<b>Class II</b>	Clothing, Individual Equipment, Tools, Administrative Supplies
<b>Class III</b>	Petroleum, Oils, Lubricants
<b>Class IV</b>	Construction Material
<b>Class V</b>	Ammunition and Explosives
<b>Class VI</b>	Personal Demand Items
<b>Class VII</b>	Major End Items
<b>Class VIII</b>	Medical Materials
<b>Class IX</b>	Repair Parts
<b>Class X</b>	Material for Nonmilitary Programs

1-3. Army materiel management operations are administered as a single logistics enterprise using enterprise resource planning technology. One system automates the flow of information allowing users to share common data, which promotes accountability and accurate visibility for logistics and financial

planners. This technology integrates procedures associated with supply support operations from the tactical to the national level by having one database for logistics and financial information.

1-4. The successful supply support mission accomplishment depends, first, on human communication and second, on the automation of procedures. The Army uses sophisticated web based enterprise resource planning technology for receipt, storage operations, issue, and accountability of supplies throughout the supply chain. Decisions can be made based on near real time supply data because every material movement has a source and a destination associated with it. Information technology increases the level of precision in the supply mission because it facilitates more accurate budgeting, planning and forecasting. Web based supply data arms commanders and their staffs with critical decision-making information for sustaining supported units, whether in garrison or during military operations.

1-5. Enterprise-wide forecasting, planning, and scheduling tools integrate supply support functions across the Army to link customers and suppliers for more efficient supply chain management. A transaction flows seamlessly from the customer to the supplier thereby providing timely, accurate, and accessible information for all users, to include the financial managers. Commanders at all levels can verify operation readiness in near real time because their material managers have access to logistics information that originates with the customer unit's supply request through the entire supply chain until the customer receives his requested items. Material managers monitor on-hand stocks, requirements determination, procurement, maintenance of stock, maintenance, disposal, retrograde, and distribution of materiel.

1-6. The warehouse management module within the enterprise refers to the warehousing function. Storage location procedures and materials are managed using the inventory management and warehouse management modules. These two modules integrate to create an automated environment that displays the location of stock and quantities in each storage type at every storage location. Material managers use the material management module to provide oversight to enforce supply discipline using financial controls.

1-7. Supply personnel require specialized training to operate this system. Soldiers may arrive without experience or in-depth knowledge of the enterprise system. Untrained Soldiers will have a direct impact on the supply support activity's (SSA) ability to provide effective and efficient customer service. Arrange training schedules to ensure that operators and leaders are not involved in other events.

1-8. Roles in the enterprise system are based upon existing positions, such as storage manager. These roles are divided vertically between management and clerical and horizontally between office and warehouse. Roles determine what a user can see or do in the enterprise resource planning system. User roles are defined by organizational element, for example, a unit cannot process SSA transactions or one SSA cannot process transactions for another SSA. Each user role is authorized to execute a specific combination of transactions and only those transactions relevant to that user's level of responsibility. Depending on the level of responsibility required a user may perform duties which require multiple user roles.

1-9. The Army executes supply operations below the national level via distribution centers also called supply points or SSAs. These distribution centers vary based on the category of supply each distributes. Unlike the more specialized supply points, SSAs handle multiple classes of supply. Each classification of supply requires maintaining a stock record account. By definition, a stock record account is a formal basic record showing, by item, receipt, issue, balance on hand, turn-in, and other necessary stock control data.

1-10. All Army supply points maintain accountability and inventories of supplies required to support the readiness of supported units. SSA management includes, but is not limited to, stocking the items needed for customer readiness, monitoring performance metrics, and conducting inventories. Typically, SSAs request and receive materiel from the national level. National level supply centers consist of life cycle management commands, depots, and arsenals. Materiel may be Army managed or non-Army managed meaning the source of supply may be a Department of the Army facility, another Service, or another Department of Defense facility. There are rare instances in which an SSA may purchase directly from vendors. Direct ordering from vendors is the least preferred practice. All orders fulfillment involving a vendor as source of supply will be administered by the inventory control point manager (customer account specialist, weapon system support manager, or product specialist).

## STORAGE OPERATIONS

1-11. An SSA is a storage location within the enterprise. SSAs stock hundreds or even thousands of products to meet the needs of supported units. Storage space is the most critical and basic resource of any SSA. The amount of storage space available is often limited; therefore, SSAs must make the best use of all available space. When bins run the same direction as the ends of the warehouse, receive items at one end of the warehouse and issue those items at the other end.

1-12. The SSA is responsible for storing and safeguarding the materiel on its authorized stockage list (ASL), unprocessed inbound deliveries, customer materials slated for issue, and outbound materials slated for shipment. SSAs are also responsible for temporary storage of unserviceable items awaiting shipment to the Defense Logistics Agency disposition services. Depending on the type of supplies and the facilities, specific safety and physical security measures must be taken to ensure that accountability is maintained. All supplies must be stored where the items will be protected from theft, fire, weather damage, rodents, and insects. Supplies such as end items, repair parts, ammunition, petroleum products, and subsistence may require special handling or storage conditions. Some products are hazardous if stored with other stock or if storage personnel handle them improperly. The SSA may also stock items that are considered sensitive due to security classification, high desirability and/or are easily pilferable.

1-13. Stock control is the process of maintaining inventory data on the quantity, location, and condition of supplies. Great care must be taken to account for all supplies. SSA stocks must be stored in a systematic manner in order to be located quickly and easily for issue. The method of storage depends on the material being stored. Each item must have a storage type that follows storage safety procedures and must be in accordance with enterprise stock control measures. Monitor expiration dates and rotate stock to prevent deterioration of shelf life or waste of perishable items. Issue the oldest stock first. This is referred to as the first in, first out rule. Improper storage of shelf life items may lead to the loss of these items, which amounts to a waste of Army resources. Shelf life will be impacted by storage practices and the climate where the storage facility is located.

1-14. Store materiel in specific places to ensure that the items can be located quickly and easily for pick and return to storage. A storage type is a unique area within the storage location that is characterized by the space it occupies and the way it is organized and could consist of one or more storage bins. A storage type is simply an address for each item of stock that is stored in the storage location. All supply points are not the same and a single SSA may or may not use all of the following storage types. Figure 1-1 on page 1-4 shows a notional storage location using all of these storage types:

- Pallet Storage.
- Shelf Storage.
- Rack Storage.
- Yard Open Storage.
- Drawer/Cabinet Storage.
- Hazardous Materials Storage.
- Container Storage.
- Van Storage.
- Physical Security Storage.

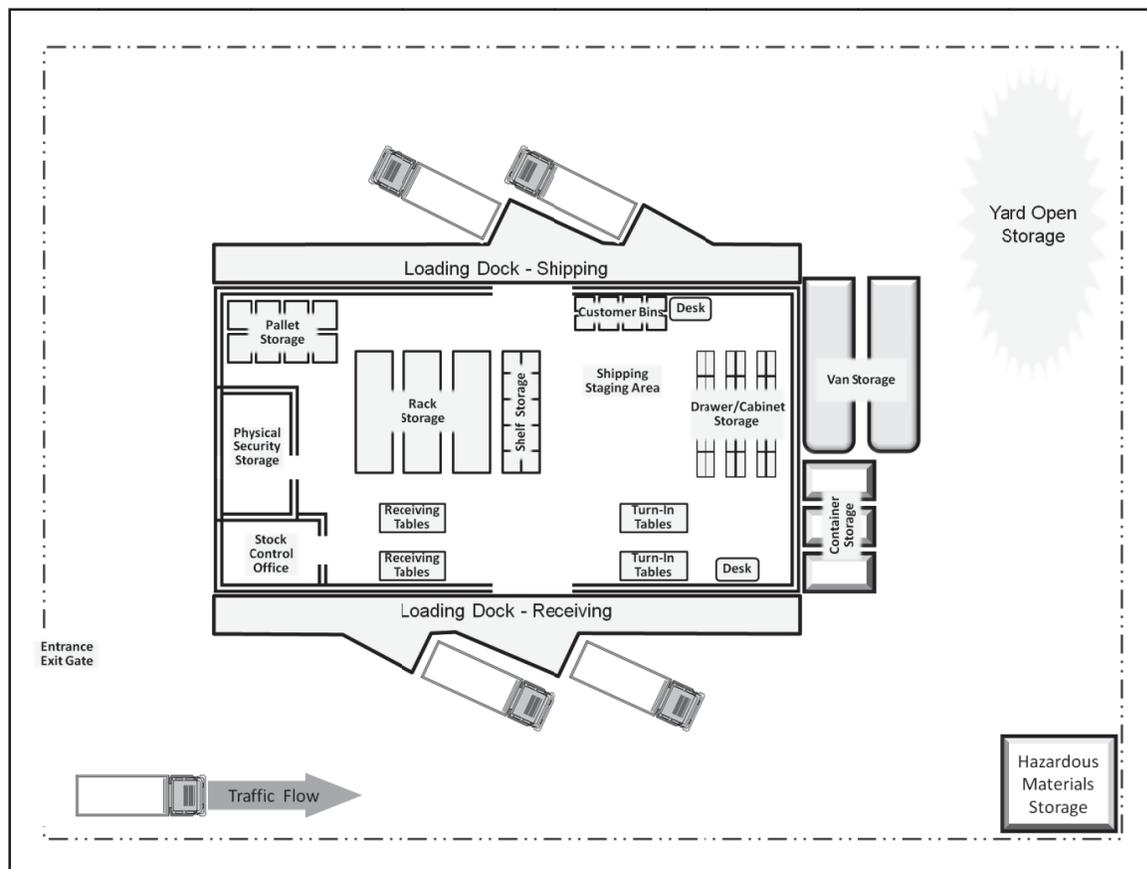


Figure 1-1. Notional storage location with all storage types

## SUPPORT REQUIREMENTS

1-15. Theater logistics planners develop the theater distribution plan based on the commander's operation plan, support concept, and operation orders. The theater distribution plan includes organizations from the tactical SSA back to Department of Defense distribution supply centers. The Army develops its operations plans for specific missions and identifies units needed to fulfill the mission. Quartermaster units, tailored and task organized, provide logistics support at the operational and tactical levels. Execution of supply support operations is then carried out at the tactical level by sustainment brigades, combat sustainment support battalions, aviation support battalions and brigade support battalions.

1-16. Supported units, also referred to as customer units, request and turn-in supplies to be used to train, mobilize, deploy, support, sustain, and reconstitute forces in theater. SSAs, in direct support of a combat force, are positioned according to mission, enemy, terrain and weather, troops and support available, time available, and civil considerations to provide the most efficient and expedient support across their supported area of operations. An SSA may also support non-Army units, for example, units from other military Services, other government agencies, or international partners.

1-17. Every ASL is unique because each SSA stocks supplies based on the needs of its supported units. The SSA's supported units may change causing the SSA to add items not currently stocked or turn-in items that will no longer be required. Accountable officers should analyze each supported unit's task organization to prioritize support requirements and to make the most efficient use of available storage space. The SSA must meet and build relationships with the supported units in order to understand the unit's mission and supply requirements. Task organization analysis includes identifying the supported unit's organic and theater-provided equipment density. This analysis allows the SSA to plan for any changes in its ASL. Determining support requirements means analysis of unit equipment density, upcoming deployments,

seasonal requirements, or other operational requirements. An SSA may request an initial recommended ASL from United States Army Materiel Command (USAMC) Logistics Support Activity if there is a change in the type of supported unit. Early analysis of the supported unit's task organization offers the opportunity to requisition items not currently carried on the ASL. Avoid the temptation to requisition excess supplies in an attempt to meet every contingency. Maintaining large quantities of non-demand stocks can impede mobility and decrease readiness.

1-18. The Department of Defense activity address code (DODAAC) is a critical component of the Department of Defense financial, supply and transportation processes and procedures. Effective DODAAC management is the basis of efficient customer support. Each DODAAC is a unique six position alphanumeric code designating the activity/organization of ownership, contains a set of in-the-clear and electronic routing addresses, and includes embedded intelligence used by the various automated systems. Failure to manage DODAACs will result in billing and accountability errors that require correction by supply and financial managers.

1-19. DODAACs and associated unit identification codes, derivative unit identification codes, and routing identifier codes are essential transportation and logistics codes. These codes identify unit location, mission, and support requirements used by the defense transportation and supply systems. DODAAC management is an important function for the supply point because the DODAAC identifies the unit on requisition documents, shipping documents, and billing documents. DODAAC management involves DODAAC scrubs and research along with coordinating unit identification codes and routing identifier code actions that are required in conjunction with DODAAC changes. There are four organizational addresses associated with a single DODAAC:

- TAC1 - Identifies the mailing address for the activity.
- TAC2 - Identifies the 'ship to' address for the activity.
- TAC3 - Identifies the billing address.
- TAC4 - Identifies a more definitive shipping address.

1-20. To prevent the stockage of non-demand-supported items the enterprise resource planning technology uses the authorized to forecast process, which is a perpetual stockage review, to maintain a balance between the demands and authorized stockage list. The authorized to forecast process automates and simplifies the review process using item consumption. However, there is a need for human intervention, especially in a situation where planned delivery time is difficult to calculate. As a consequence, SSAs rely on regularly scheduled ASL review boards to review demand history to determine which items to add, delete, increase quantity, decrease quantity, turn-in, retrograde and/or lateral transfer. AR 710-2, *Supply Policy below the National Level* dictates that review boards convene at least annually, but can meet more frequently when directed by higher headquarters. Board members include the support operations officer, maintenance officers, supply officers, and the accountable officer.

1-21. An SSA due or scheduled for an ASL review receives its demand history files through the Expert ASL Team at the Logistics Support Activity. Upon receipt of the demand history files, the accountable officer coordinates with members of his ASL review board to schedule the meeting. The board analyzes the Expert ASL Team's add, delete, increase, decrease recommendations. ASL review boards tend to be more familiar, due to daily activities, with the ASL causing them to make recommendations in addition to those offered by the Expert ASL Team. The commander who appointed the accountable officer or his designated representative approves the board's recommendations communicated to him through the review board minutes. The results of the review board are sent back to the Expert ASL Team via a memorandum.

## ORGANIZATIONAL RELATIONSHIPS

1-22. Tactical logistics functions are the arming, fueling, fixing, moving, and supplying of supported units. Army sustainment organizations are structured to provide supply support at the tactical level through the sustainment brigade and combat sustainment support battalions. Strategic planners must understand the relationship and capabilities of strategic partners in order to leverage capabilities at the tactical level. Supply support is integrated at the operational level from the strategic enterprise through the expeditionary sustainment command and theater sustainment command. These organizations, working in concert, link all levels of supply from the tactical to strategic to meet mission requirements.

1-23. The SSA is part of that complex of facilities, methods and procedures designed to receive materiel into the supply system, issue the materiel to customers, and eventually dispose of the materiel. Every SSA in the Army is unique in that it operates in a different environment. SSAs are designed and configured to operate in brigade combat teams and at echelons above the brigade. SSAs receive direction from higher command. In addition, SSAs network with sources of supply through phone calls, e-mails, and liaison offices. Figure 1-2 depicts organizational relationships with supported units, sources of supply, higher command, and material managers.

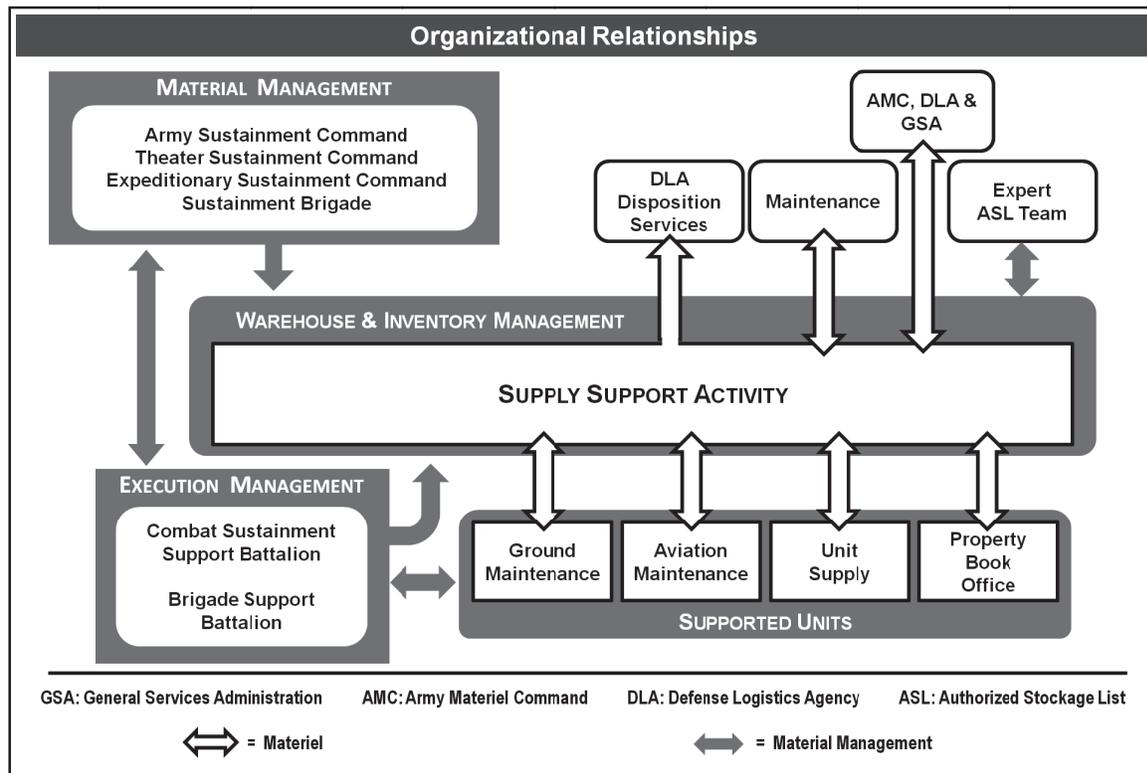


Figure 1-2. Organizational relationships

## ECHELONS ABOVE BRIGADE

1-24. Defense Logistics Agency as the combat logistics support agency for the Services supplies about 84 percent of the military's spare parts. It procures, stores, and distributes items to provide nearly 100 percent of the consumable items that military forces need to operate, to include subsistence, fuel, clothing, medical supplies, and construction and barrier equipment. In addition, Defense Logistics Agency manages the reutilization of military equipment, provides catalogs and other logistics information products, and offers document automation and production services.

1-25. SSAs require coordination with other strategic partners as well, such as the: Defense Contract Management Agency; United States Transportation Command and its Military Surface Deployment and Distribution Command and the United States Army Contracting Command

1-26. The Army service component command is responsible for organizing, equipping, training and maintaining Army forces in support of a combatant command. The Army service component command provides plans and policy for supply support for Army forces.

1-27. USAMC is the materiel integrator for the Army. It provides national level supply, acquisition, contracting services, and maintenance support to Army forces other Services, multinational, and interagency partners. Supply support for weapon systems and equipment is provided through the life cycle

management commands of USAMC. For more detail regarding USAMC and its roles and functions, see ADRP 4-0, *Sustainment*.

1-28. The Army Sustainment Command provides logistics (less medical) by synchronizing acquisition, logistics and technology support from the strategic through the operational to the tactical level. The Army Sustainment Command provides material management at the strategic level of supply support.

1-29. Theater sustainment commands provide centralized logistics mission command structure for the theater Army. The theater sustainment commands perform material management for all supplies and perform the day-to-day planning for operations, providing the theater interface between the strategic and operational levels of support.

1-30. The expeditionary sustainment command provides mission command for assigned supply support units. The expeditionary sustainment command performs material management for all supplies and performs the day-to-day planning for operations, providing the interface between the strategic and operational levels of support. See ATP 4-94, *Theater Sustainment Command*, for additional information on the theater and expeditionary sustainment commands.

1-31. The sustainment brigade provides mission command for combat sustainment support battalions. The sustainment brigade performs material management for all classes of supply for a designated area of operations in accordance with theater sustainment command plans, programs, policies, and directives. See ATP 4-93, *Sustainment Brigade*, for additional information.

1-32. Combat sustainment support battalions provides mission command for supply companies and composite supply companies. The combat sustainment support battalions perform execution management for supply support activities within the supply and composite supply companies.

1-33. A Quartermaster supply company's mission is to provide one to three multi-class supply support activities, area support for echelon above brigade units and support for brigade combat teams and support brigades.

1-34. The composite supply company's mission is to provide, one multi-class supply support activity and one class I subsistence platoon providing area support for echelon above brigade units and backup support for brigade combat teams and support brigades

1-35. The area supply platoon has a general supply section that provides classes I, III (package), IV, VII, IX, maps, and bottled water to echelons above brigade organizations from the area port of debarkation to brigade battle space. The platoon may locate with the company headquarters or be attached and deployed as part of modular independent platoons to other operational or tactical maneuver commands. The platoon may operate as far forward as the brigade support areas. When operating in the brigade combat team area, supply platoons are in support of non-brigade combat team units. They also provide backup support to brigade combat teams and on order provide support to centralized receiving and shipping points and theater distribution centers.

## **BRIGADE AND BELOW**

1-36. The brigade support battalion synchronizes distribution operations for brigade combat teams and, if assigned, multifunctional support brigades. The brigade support battalion performs execution management for supply support activities within the distribution company.

1-37. The distribution company is the primary supply hub providing transportation and supply support to the brigade combat team to which it is assigned. Distribution companies provide the planning, direction, and supervision of supply distribution consisting of the daily receipt, temporary storage, and issue of supply classes I, II, III, IV, V and IX to the brigade combat team. Keeping current on logistic status, current situation and the log synch matrix enables the commander to distribute required support when and where it's needed. Lack of situational understanding could result in supplies delivered to units that do not require them, or the incorrect quantities or items delivered to the requesting unit.

1-38. The supply platoon has a general supply section that receives, stores, issues, and transloads classes II, III (package), IV, VII, and IX supplies. The SSA receives supplies and equipment from supported units and coordinates transportation for the retrograde. The SSA in conjunction with the supply platoon headquarters

manages and maintains the ASL. The supply platoon is capable of handling packaged water for receipt, storage, and issue operations (packaged water is treated the same as dry cargo). The SSA conducts replenishment operations in two ways; supply point distribution in which the customer comes to the SSA to receive supplies and unit distribution, or the logistics package normally referred to as LOGPAC, where the SSA delivers to the supported units.

## **ROLES AND RESPONSIBILITIES**

1-39. Commanders execute supply support at the tactical level. In order to provide supply support when and where it is needed the commander must have an accurate logistics common operational picture. This is achieved through accurate and timely submissions of logistics status reports from units and SSAs.

1-40. The support operations officer is the principal staff officer for coordinating logistics support. The support operations officer provides the technical supervision for the external logistics support mission of the support battalion. He advises the commander on requirements versus available assets. Support operations officers are the key interface between the supported units and the support battalion. Support requirements are determined in coordination with the brigade combat team and the logistics support representatives of the supported units. The support operations officer plans and monitors support operations and makes necessary adjustments to ensure support requirements are met. Support operations officers are responsible for coordinating support requirements with the sustainment brigade when requirements exceed organic capabilities.

1-41. The SSA accountable officer supervises the overall SSA operation. Accountable officers are directly responsible for the accountability of the all assets in the SSA. Accountable officers manage the receipt, storage, and issue of supplies in accordance with Department of Defense and Army policies to ensure performance standards are achieved. An accountable officer develops local accountability operating procedures; periodically reviews all operating procedures; and executes corrective actions. He instructs SSA personnel on supply systems and functional procedures. The accountable officer communicates throughout his organization and with SSA customers to develop relationships with supported units, supporting activities and staff elements. He provides technical guidance to supported unit personnel. He makes recommendations for changes to the ASL through his participation on the ASL review board.

1-42. An SSA stock control manager coordinates the functions of the stock control section. Stock control managers develop and establish stock control procedures and guidance in coordination with the accountable officer. A stock control manager builds relationships with customers through guidance and assistance. Stock control managers establish, schedule, and supervise the conduct of inventories and determines actions to be taken as necessary. He prepares, reviews, and submits required reports for the accountable officer's approval. A stock control manager assists in developing/establishing an effective training program.

1-43. The storage manager and the storage clerks are responsible for an uninterrupted flow of materiel through the SSA. This usually entails a strong understanding of warehouse operations to include, but not limited to shipping, receiving, and packaging items. Storage clerks operate materials handling equipment (MHE) used to assist with the distribution process. Storage clerks also load and unload materiel from delivery vans, large trucks, airplanes and ships by hand. Some storage clerks review, prepare, and maintain required documents using the enterprise resource planning technology while others make sure the warehouse is organized and maintained.

1-44. The SSA noncommissioned officer in charge (NCOIC) is responsible for the day-to-day supervision, and coordination ensuring mission accomplishment. The supply support activity NCOICs ensures that the storage types and bins are ready for storing goods until the prescribed time. As a manager, the supply support activity NCOIC is responsible for assigning duties and for planning and managing the functioning of the warehouse. A supply support activity NCOIC ensures that the building and the supplies are safe from inclement weather, animals, or any other factors which may spoil the stock. Along with the security of the supplies, the supply support activity NCOIC ensures that the health and safety requirements and standards are being followed. The NCOIC implements SSA policies, procedures, and priorities. The NCOIC develops and implements plans of action to alleviate backlogs as necessary. The supply support activity NCOIC develops and implements SSA training to include cross training for all personnel. He prepares reviews and

submits required reports for the accountable officer's approval. The NCOIC also assists the platoon sergeant as needed.

1-45. The warehouse supervisor assists the warehouse NCOIC and platoon sergeant in establishing and implementing policies, procedures, and priorities established for the warehouse operation. He assists the supply support activity NCOIC and platoon sergeant in the conduct of military occupation specialties training.

1-46. Section NCOICs assist the warehouse NCOIC and platoon sergeant in establishing and implementing policies, procedures, and priorities for supply support activity operations. The NCOIC establishes a desktop standard operating procedure (SOP) for all sections and updates the SOP as necessary. It is the responsibility of each section chief to ensure that assigned personnel are present for duty.

1-47. Platoon sergeants give recommendations to the warehouse NCOIC, accountable officer, and stock control officer on SSA policy and procedures. Platoon sergeants are the primary liaison with the company. The platoon sergeant reviews all training subjects, outlines, material, and location prior to conducting training. The platoon sergeant ensures that SSA equipment is maintained according to technical manual standards. He is responsible for accountability of all SSA equipment and personnel. He coordinates movement of all SSA equipment, ASL, and personnel for deployments.

1-48. The platoon leader should be familiar with a variety of warehousing duties especially having a clear understanding of storage plans, policies and procedures. He should know the availability of critical parts/assemblies, the status/location of critical repair parts, requisition volume, and the workload and effectiveness of his SSA. The platoon leader should understand receipts and turn-ins and how to validate that accompanying documents are complete and accurate (e.g., item identification, quantities, documentation of component shortages). He is responsible for accountability of personnel and SSA assigned equipment. Most importantly, the platoon leader leads the platoon and is responsible for the overall mission success of the platoon to include the following:

- SSA site selection in accordance with the current operations order.
- Site occupation.
- Establishment of the SSA operations.
- Site security and defense.
- Establishment of communications to enable sustainment information systems to include CAISI and VSAT communications.

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## Chapter 2

# Establish a Supply Point

Commanders and their staffs may be required to deploy under a scenario for which there is little or no planning. SSAs must be prepared to adapt to changing environments. This operation can be either for war, homeland defense or defense support of civil authorities operations in response to domestic crises such as natural disasters. This chapter explains in depth the principles of establishing a supply point.

### DEPLOYING TO AN UNDEVELOPED AREA

2-1. Every SSA must adapt to changing locations. It is important to note that every deployment is different and every site is different. When deployed, the SSA will issue supplies to the supported unit from either a developed or an undeveloped location. A developed location will have an infrastructure (roads, buildings) and undeveloped location will lack that infrastructure. Consider safety, security and natural terrain while planning the SSA field layout

2-2. Knowledge of the terrain is critical to planning. If possible, send someone with the advance party to conduct a site survey and assess the potential of the selected space to establish the supply point. Identify hazards that can result in injury, illness, or death of personnel. A hazard can lead to damage, loss, or destruction of equipment and other assets. Hazards can also result in degradation of capabilities or mission failure. Hazards can be associated with enemy activity, accident potential, weather or environmental conditions, health, sanitation, and equipment. Hazards exist in combat operations, stability operations, base support operations, training, garrison activities, and off-duty activities. Consider hazard impacts on mission and non-mission related aspects of the supply point.

2-3. If a site survey is not possible, use maps to conduct a map reconnaissance of the selected site. Once on the site, use the map during the terrain analysis and use the information gained to communicate relevant information to higher command. If the site will be used for an extended period of time, it may be necessary to coordinate with engineers to assist with terrain analysis. It is important to know the potential site's dimensions to establish approximate locations for the stock. Seldom will logistics base locations contain the ideal mixture of desired characteristics. Site selection tasks include assessment of:

- Available space.
- Site layout to ensure proper land use.
- Soil conditions for proper draining.
- Road networks for trafficability.
- Existing facilities for usage.
- Existing terrain for protection.

2-4. A large theater break bulk point or a small tactical supply point will always use the same basic principles when developing the field layout plan. Figure 2-1 on page 2-2 is a notional SSA field layout sketch as it was drawn on a map. In this instance the SSA will be placed in an area with some trees and no roads other than the main road. During site selection determine if engineers are needed to prepare the site for occupation by leveling the area, improving drainage, and building roads. Since no two supply points operate in the same environment SSA personnel must adapt for each deployment.

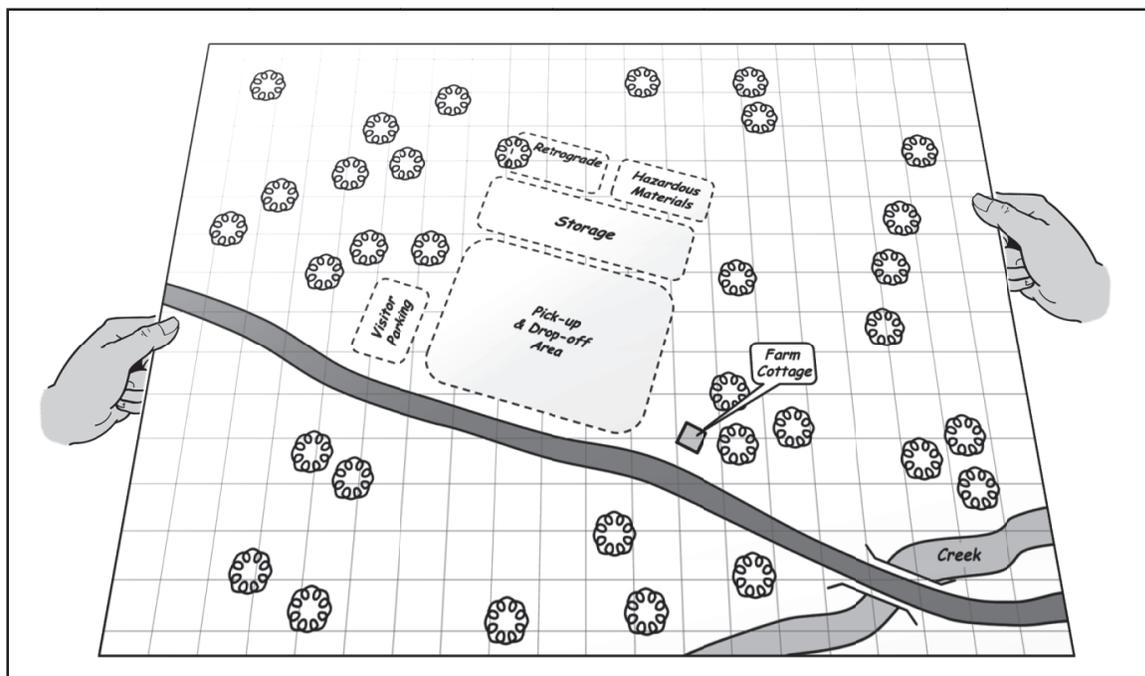


Figure 2-1. Notional supply support activity (SSA) field layout plan

### STORAGE LAYOUT CONSIDERATIONS

2-5. To set up an SSA, begin with an SSA field layout plan as shown in figure 2-1 and then draw the storage layout plan on the sketch. Proper planning for the supply point will maximize daily operations when the supply point becomes operational. Estimate the amount of work space needed by considering the activity in each area. Plan for the best placement of storage areas so that work flow and personnel movements are simplified and in a straight line. Plan for storage problems such as weather damage, breakage, and safety hazards. Once the storage layout has been established look for ways to improve the layout.

2-6. A supply point layout has to be organized and disciplined. Its goal is to assist the workforce in reducing the handling and movement of supplies within the SSA. Spend time and effort planning day-to-day operations while developing the field storage layout plan. The layout of an SSA can adversely affect the ability to efficiently process receipts and issues, but a well planned layout can reduce the number of times an item is handled, thereby improving processing times. Sketch the SSA area to show the use of the space (receiving, shipping, hazardous materials storage, yard open storage, office space), and the materiel stored (repair parts, construction materials, end items). A sketch is a rough drawing that allows the testing of several ideas to zero in on the most likely layouts for the supply point. Include latrines and offices in the sketch. Every deployment is different and every supply point is different, figure 2-2 depicts a notional supply point. Each SSA storage layout will depend on where it is placed on the battlefield and will require the following considerations in the planning:

- Establishing a secure perimeter. Figure 2-2, shows a defense perimeter using symbols from ADRP 1-02, *Terms and Military Symbols*.
- Designating, marking and enforcing the traffic flow route. Normally, traffic flow will be in one direction to control access to the SSA storage locations.
- Establishing controls at the entrance and exits to control the flow of traffic. The entrance and exit point may be the same depending on the terrain or other circumstances associated with the supply point site.
- Placing the parking area near the entrance to control access to the SSA storage locations.

- Avoid placing tents, equipment, or supplies close to rivers or streams because rains can cause flooding. This will protect supplies from damage and will allow use of MHE in all kinds of weather.
- Including a storage area for large equipment, such as generators and vehicles.
- Avoiding the storage of items near unpaved roads because of dust and road spray from passing vehicles.
- Determining the floor load bearing capacity and load bearing requirements of available buildings.

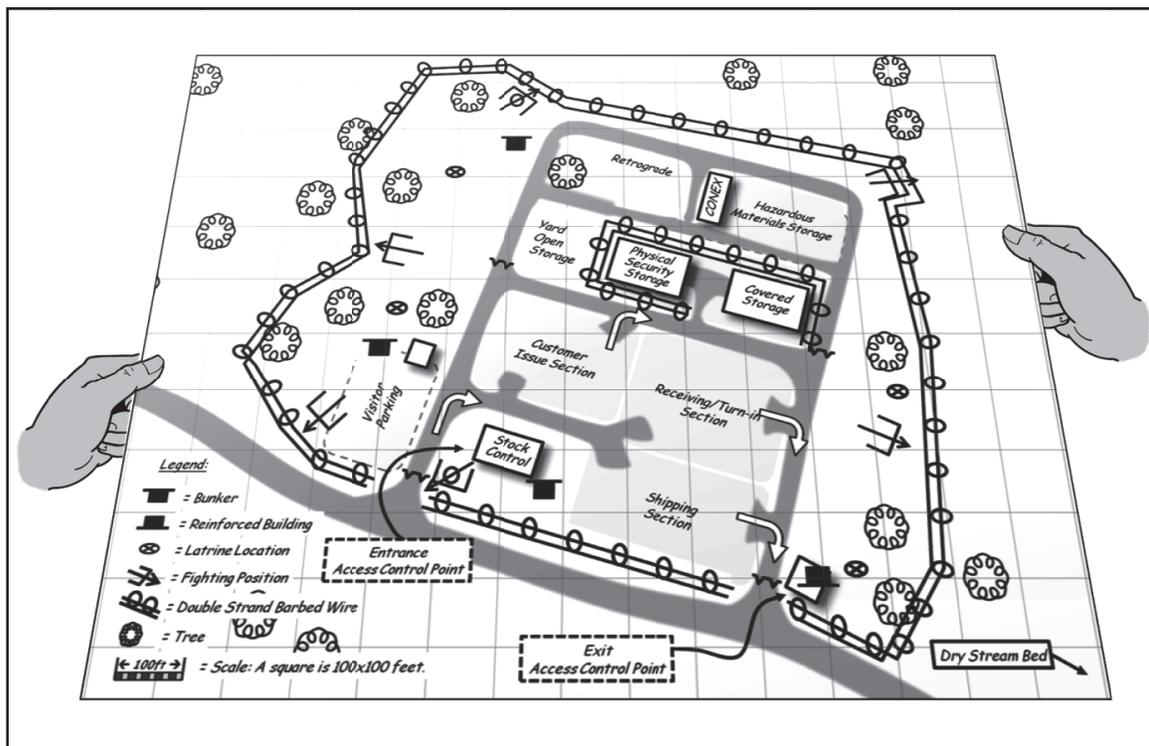


Figure 2-2. Field storage layout

2-7. Drawing the SSA field storage layout is an important step to establishing an efficient supply point operation. Consider warehousing and inventory management factors while developing the field storage layout. The following storage factors will help in planning where items should be located.

- Store similar items together to streamline storage and issue operations.
- Place fast moving items close to the issue point to cut down on the amount of time spent pulling the item and bringing it to the issue and breakdown point.
- Place very heavy or large items close to the issue point. Heavy or large items may not be issued often, but this shortens the distance items must be moved.
- Estimate item quantity for the amount of space needed for each stocked line.
- Some items will be stored in vans and/or container requiring space to park the vans or containers.
- Ammunition and explosives, vehicles, hazardous supplies, petroleum, and metal products have stringent storage requirements.
- Some items are considered sensitive because of security classification while others may be subject to theft. These items must be secured.
- Store perishable items such as food and batteries for easy rotation.
- Oddly shaped or fragile items may require special handling because of shape or composition; this may include special storage because of bulk.

## COMMUNICATIONS

2-8. Enterprise resource planning technology requires establishing satellite communications as soon as possible when moving into a new undeveloped site. The very small aperture terminal, referred to as VSAT, is a satellite communications system that allows SSAs to connect with its sources of supply, other SSAs and higher headquarters via the secure file transfer protocol. SSA key players must know the sustainment automation support management office point of contact to ensure that satellite communication capability maintained. Key players must also know the support capabilities of the sustainment automation support management office and understand how to leverage these capabilities to assure effective day-to-day operations. See chapter 6, ATP 4-0.6, *Techniques for Sustainment Information Systems Support*, for information about sustainment automation support management office responsibilities for information assurance and sustainment information systems communication systems.

## SECURITY

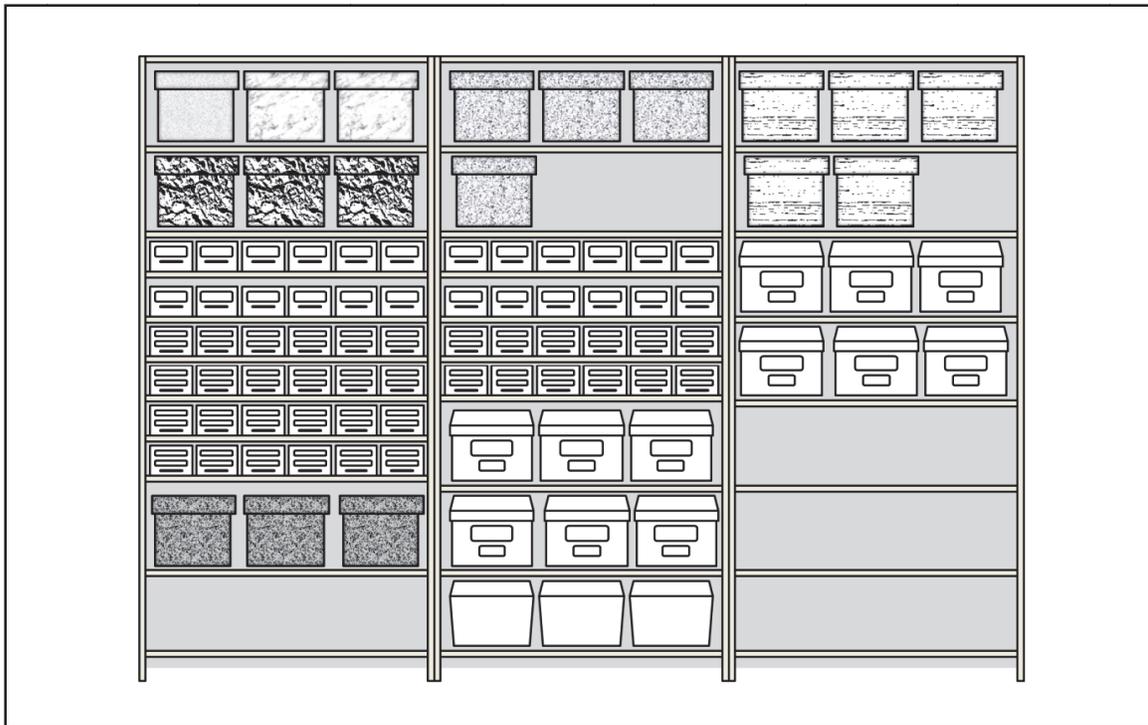
2-9. Use access control points. The purpose of access control points is to secure the SSA from unauthorized access while maximizing vehicular traffic flow. This access control point should consist of guard personnel capable of controlling access.

## STORAGE LOCATION LAYOUTS

2-10. Each supply point is a storage location. The storage location is the warehouse where materiel is received and issued. The storage layout plan of an SSA impacts customer service. A well planned, organized and disciplined storage layout reduces the number of times an item is handled, which ultimately enhances customer service. A poor storage layout can slow the process leading to less responsive customer service.

2-11. The warehouse is where materiel is picked or returned to storage bins. Since SSAs are subject to deployment they are mobile in nature. As a result of this mobility, use of the term warehouse does not always refer to a stationary building in a developed area.

2-12. Storage type refers to where the materiel is located in a warehouse. A bin is the actual physical location within a storage type where materiel resides. Bin refers to pallet storage, shelf storage, rack storage, yard open storage, drawer/cabinet storage, hazardous materials storage, container storage, van storage, and physical security unit. The amount of space given an item will depend on the size of the package and the quantity of the item to be stored. Figure 2-3 shows an example of bin storage.



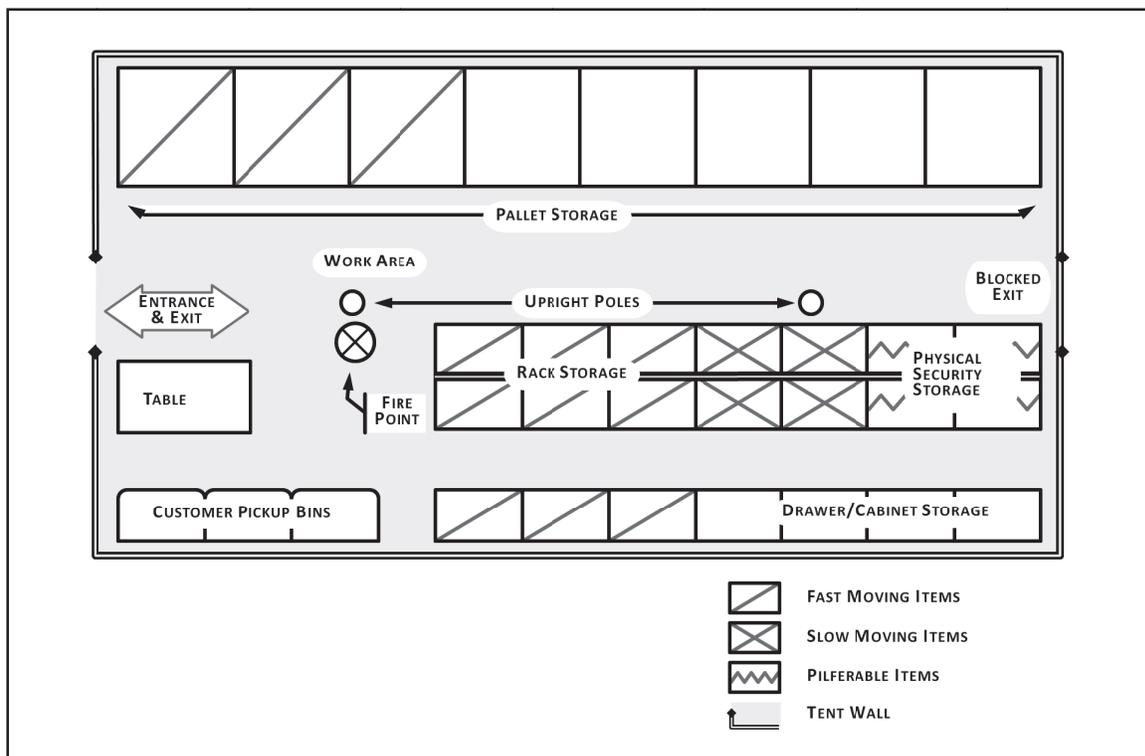
**Figure 2-3. Bin storage**

2-13. When sketching the heavy bulk items layout, consider the width of the main aisles or any aisles that are next to the bulk area because MHE is needed to move most bulk items. If the bulk items are in the same warehouse as the bin items, move all the bin items near a front entrance if possible. Load and unload heavy bulk items through rear exits. Issuing bulk items this way saves time, use of MHE, and labor by not having to move them through the issue point. Bin storage best practices include:

- Arranging bins according to the physical limitations of the storage area and the characteristics of the items being stored.
- Placing small lots in the center so that most items are in chest-high position for easy picking.
- Placing heavy or large items toward the bottom with the slowest moving items on the lowest shelf.
- Placing light, large items toward the top with the slowest moving items on the highest shelf.
- Placing single rows of shelves side to side along the walls, if possible.
- Using posts and columns as bin boundaries in a covered storage area so that no space is lost.
- Not mixing items in bins.
- Storing small, loose items in boxes instead of directly on the shelves.
- Using retaining strips across the front of the shelves to hold items in place if no boxes are available.

### Tent Storage

2-14. The SSA may be deployed where there are no permanent warehouses or sheds. A typical tent layout includes a work area; pallet storage, rack storage, customer pickup bins, and a fire point where fire-fighting equipment is kept. The number and types of storage aids, the quantity of supplies that can be stored, and the amount of work area space needed in the tent will depend upon the units supported. Figure 2-4 on page 2-6 shows a notional tent storage layout. Keep in mind that every time a supply point is established it may be different; there is no cookie cutter layout. Consider the following when planning tent storage:



**Figure 2-4. Tent storage layout**

- Block one of the exits so that Soldiers and supplies can be better controlled. Be sure the blocked exit will not be needed in case of a fire.
- Allow room for a long table to use as a desk, work counter, or packing space.
- Store fast-moving supplies close to the work areas.
- Store slow-moving supplies and pilferable supplies to the rear of the tent.
- Store heavy items near the issue point.
- Dig a trench around the outside of the tent to keep water from damaging the supplies. Be sure that the drainage trench is sloped away from the tent so that water does not backup but flows freely to an outlet.

### Yard Open Storage

2-15. Yard open storage space is any improved or unimproved open area that is used for storing supplies. An improved area is one that is graded or topped with concrete, tar, or gravel. Open storage areas should be used for supplies that are not affected by adverse weather conditions and changes in temperatures. This type of storage area is generally used for items that are too large or too heavy to be placed in covered storage areas or on shelves. Determine the layout of open storage areas by the location of the access roads. Because of the layout of roads and changes in terrain, each open storage area presents different problems in layout planning. However, the same general storage principles used in storing supplies in covered areas also apply to open areas.

- Ensure that easy access and transportation can be provided for each type of item stored.
- Ensure adequate drainage to keep supplies from being water damaged.
- Cover supplies that require protection from the elements with tarpaulins.
- Allow 20 to 30 feet for aisles in order to accommodate rough-terrain forklifts, trucks, and cranes for handling heavy supplies.
- Stack supplies according to packaging, weight, shape, and turnover rate for stability.

- Limit stacks heights to the lift capacity of your MHE and to the stability of the stacks.
- Use dunnage on all ground-level storage if supplies can be harmed by standing water.
- Keep the aisles as straight as possible from the unloading point to storage.

### Van Storage

2-16. Plan the van storage layout to make maximum use of space. The amount of space allotted per item will depend on the size and shape of the items stored. Plan the storage layout to use all possible storage space. Store fast moving items near the entrance. Store slow moving and pilferable items in the rear of the van. If the van does not come equipped with a method to secure the stock from shifting, develop a method to tie down the stock. Securely loaded stock lessens the possibility of shifting during movement. Shifting cargo can cause injury to the driver or other personnel when the van is opened. Figure 2-5 shows a van storage layout.

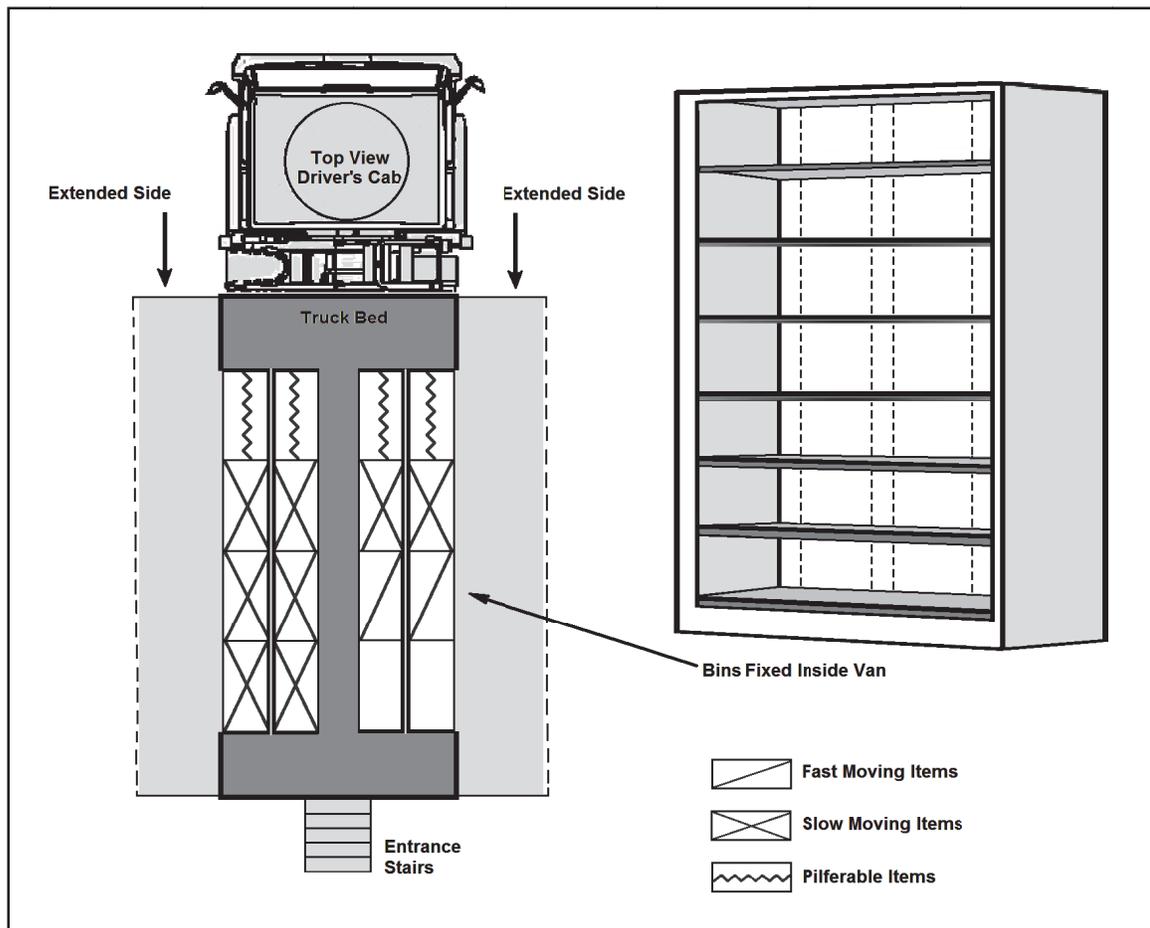


Figure 2-5. Van storage layout

### Physical Security Storage

2-17. Materiel characterized as sensitive or pilferable requires special storage in a locked, physical security storage area usually placed near the stock control office. Sensitive items are materiel requiring a high degree of protection and control because of statutory requirements or regulations. They are usually high value, highly technical or hazardous items including small arms, ammunition, explosives, and demolition materiel. Sensitive items also include controlled cryptographic and night vision devices.

## DEPLOYING TO A DEVELOPED AREA

2-18. When assuming responsibility for an established SSA in a mature and developed theater the first priority is to review applicable enterprise resource planning management reports to determine stock status. Always do a wall-to-wall inventory with the departing accountable officer. Ask questions about scheduled reporting times and types for this SSA. It is of utmost importance that work schedules are maintained during the transition.

2-19. Review the customer DODAAC list to identify how many customers the SSA supports. If necessary compile a list of supported units by type in order to gain a clear picture of the SSA's customers. Go out and meet supported units whenever possible because face-to-face contact promotes customer service by establishing relationships.

2-20. In a well-developed, mature theater the SSAs may be staffed with contractors. As the theater begins to mature, the SSA may be tasked to identify specific support requirements or to determine which services may be performed by contractors. If it is determined that the SSA will be staffed with contractors, then the requiring SSA will work with the contracting support brigade to develop requirements. The contracting support brigade provides contract advice, assistance and contract management. Prior to deploying, the commander needs to nominate technically proficient personnel to perform duties as contracting officer representatives.

2-21. Once nominated and approved by the supporting contracting officer, the commander must ensure that the contracting officer representatives receive theater specific contracting officer representative training. A lack of qualified contracting officer representatives can lead to poor performance of contractors and safety issues. Each contracting officer representative should possess a basic knowledge of the services provided by the contract. The contracting officer representative should be in frequent contact with his contracting officer. He should report any deficiencies in contract performance or other instances of noncompliance with contract terms and conditions to the contracting officer. He should also review and certify contractor invoices to ensure that the Government is getting what it pays for. For more information regarding contracting officer representatives see ATTP 4-10, *Operational Contract Support Tactics, Techniques, and Procedures*. The contracting officer representative must be prepared to coordinate the formal handover of existing contract management responsibilities from the redeploying unit. This individual should know when recurring service contracts will be ending because it generally the contract process takes from 10 to 35 weeks. If the unit waits until the contract is about to expire, it will probably lose that service until funding is available.

## Chapter 3

# Sustainment Operations in Theater

*Sustainment* is the provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment (JP 3-0). The following chapter provides a detailed overview of sustainment operations in a deployed environment.

### WAREHOUSE OPERATIONS

3-1. The SSA is the lowest level in the Army supply support system. SSAs typically operate 24 hours per day to provide supply support services during contingency operations.

3-2. Utilize internal and external SOP to ensure that the SSA provides prompt service to its supported units. SOPs contain valuable information that is particularly useful to commanders, customers, supply officers, and production control officers. SSA personnel and anyone conducting business with the SSA must become familiar with the SOPs. A good SOP covers the following functions:

- Establishing and maintaining records, such as ASL, inventory, material control, accounting, and supply reports.
- Reviewing and verifying quantities received against bills of lading, contracts, purchase requests, and shipping documents.
- Unloading and storing incoming supplies and equipment.
- Maintaining stock locator system and administering document control procedures.
- Processing requests and turn-in documents.
- Preparing, annotating, and distributing shipping documents.
- Operating materials handling equipment.
- Customer service information.
- Hours of operation.

3-3. Critical functions apply to all SSAs, regardless of size or the class of supply being issued:

- Stock control is critical to effective SSA operations.
- The receiving section processes the receipts and moves the new stock to storage, issue, or shipping sections.
- The storage section:
  - Pulls customer issues and items and place them in the customer bin or at the shipping section.
  - Manages the ASL, which includes inventories and location maintenance.
  - Restocks serviceable turn-in items.
- The issue section issues materiel to the supported units.
- The shipping section packs and crates materiel and coordinates transportation for shipment.
- The turn-In section receives serviceable and unserviceable turn-in items from supported units.

### SAFETY

3-4. The first priority in supply support activity operations is to keep SSA personnel and customers from being injured. If the tactical situation permits, storage managers should inspect work areas daily for safety hazards. Managers and supervisors must enforce safety rules and all personnel must be aware of safety

guidelines for stored materiel. All personnel are responsible for using safety precautions when receiving, storing or issuing items.

- Always exercise care when operating equipment or using tools.
- Do not use equipment unless licensed for or authorized to operate.
- Always wear the appropriate personal protective equipment for the job being performed.
- Use special care when lifting or carrying supplies for offloading/loading, picking or restocking supplies.
- Always check vehicle contents for unsafe loads before attempting to offload.
- Always use chock blocks for vehicles parked in the SSA storage area.
- Use ground guides for all vehicle movement within the storage area.
- Never engage in horseplay when on the job, especially when operating equipment of any kind.
- Always maintain good housekeeping practices.

3-5. SSAs stock a variety of hazardous materials and all SSA personnel must become knowledgeable on storage requirements for each product. In addition to government regulations, heed all manufacturer instructions for storing all hazardous materials.

3-6. Ensure that fire extinguishers are on hand and positioned ready for use. All SSA personnel should know the location of every fire extinguisher in the area. Examine fire extinguishers at least twice a year. Monitor dates when fire extinguishers were last inspected. Conduct night and day fire drills to ensure all SSA personnel know what to do to safeguard lives and property.

3-7. If in a developed location in a building equipped with safety measures, display maps showing the critical shutdown valves, location of water supply, evacuation routes, and reporting areas following a fire alarm.

3-8. If there is an injury, immediately give first aid and report the incident promptly.

## **STOCK CONTROL**

3-9. The stock control section assists the accountable officer in maintaining accountability for the stock record account. Stock control personnel manage inventory levels to avoid creation of excess. Stock control personnel perform, but are not limited to the following tasks:

- Validate and provide status on due-ins, follow-ups, modifications and cancellation requests for each supported unit.
- Perform modification and follow-up of supported unit requests, data entry, unit of issue conversion, input and output control, inventory adjustments, litigation, catalog build and research, records and files maintenance.
- Interface with the national level to authenticate dues-in and to provide call-in services for expedited requirements designated by the accountable officer.
- Track shipments and submit tracers/supply discrepancy reports on overdue/lost items.
- Conduct, document, and submit causative research of inventory discrepancies (inventory adjustment reports and supply discrepancy reports) to the accountable officer for accountability resolution.

## **RECEIVE SUPPLIES**

3-10. All supplies enter the warehouse at the receiving point. Materiel receipts are supplies that are received from higher supply sources, other SSAs, or directly from strategic sources. The receiving section is responsible for receipt and unpacking of all inbound materiel. The SSA takes delivery of materiel through the Army post office mail, United States Postal Service, commercial transportation sources, and military transportation sources and receives materiel from customer direct on behalf of supported units for items purchased as local purchase.

3-11. On receipt of material, the receiving section decides whether a spot check or an inspection (up to 100 percent) is necessary. The extent of the inspection will depend primarily on the tactical situation but may

also depend on the source of the materiel, its type, and its general appearance on arrival. Local conditions, quality history of like commodities, desired quality level, and command directives will also be factors. A five-percent check is sufficient unless the material is subject to internal damage, deterioration, or miscount. A ten-percent check is then required. Used, aged, damaged, or otherwise suspect material requires a more thorough inspection. Report deficiencies and discrepancies for corrective action and preventive measures.

3-12. Receipt and shipping documents normally accompany inbound material. This document helps identify the supplies, whether the supplies are for stock, or if the supplies were ordered for a specific unit. The document also provides the quantity of supplies shipped, the dates the items were ordered and shipped. Use this document as a tally sheet when sorting inbound cargo.

3-13. Storage clerks sort and segregate receipts by priority, customer, and destination as containers such as field pack up units, tricons, ISU 90s, and quadcons are unpacked. Prior to offloading, storage clerks verify that locks and seals have not been tampered with. As part of the sorting process, storage clerks reconcile items received with receipt documents and report any discrepancies. Storage clerks check supplies received by verifying the material number, quantity, condition of the item, and serial/registration number. When sorting weapons receipts visually match the serial number on the weapon to the serial number on the receipt document

3-14. Sometimes supplies are received at one SSA, but should have been shipped to another SSA. Determine the SSA to which the supplies should have been sent. Document the discrepancy and send the supplies and the documents to the shipping section with instructions to reship to the correct SSA.

3-15. Managers establish prioritization guidelines for the storage clerks for receiving and processing supplies. These guidelines help ensure the avoidance of demurrage charges. Demurrage charges are penalty charges incurred when civilian railcars or trucks are held past the contracted time limits set for loading and unloading.

## RECEIVE TURN-INS

3-16. SSAs play a fundamental role in the redistribution, retrograde and disposal of materiel. The turn-in section accepts turn-ins of unit excess and unserviceable items from supported units. As units turn-in materiel, storage clerks input the item data into the enterprise system, which provides distribution instructions. Most of the time units correctly pack, ship and document turn-in of excess or unserviceable items. Sometimes, however, turn-in items are unidentifiable because the items are not in original packaging, paperwork is lost or customers leaving parts at the doorstep. The turn-in section must process all turn-ins for accountability and visibility purposes. The procedures for processing unidentifiable items are listed below:

- Lay out unidentifiable items in a line.
- Using the parts number, identify as many items as possible.
- Put those parts with part numbers in one line.
- Write down part numbers.
- Cross reference part numbers to material number on the material master.

3-17. If the items are not identifiable with parts numbers the turn-in section will require assistance from maintenance technical inspectors. The technical inspectors should, in most cases, identify the parts by material description and material number. Once the items have been identified enter the item data in the enterprise system to establish accountability and visibility. The system provides disposition instructions based on the worldwide stock status of the item. If the item is serviceable, the SSA may be directed to stock the materiel for reissue or ship the materiel for use elsewhere. If the item is unserviceable the SSA may be directed to send the item for maintenance for repair and return to the supply system or to ship to the Defense Logistics Agency Disposition Services for disposal.

3-18. Retrograde is the return of new, reparable or salvageable materiel to the supply system. Retrograde functions include turn-in/classification, preparation, packing, transporting and shipping. For unserviceable items, the intent is to ensure the return of reparable items to maintenance for reintroduction into the supply base or disposal for unserviceable, uneconomically reparable items.

3-19. As drawdown begins theater planners will select SSAs to assist with retrograde of all equipment, material, and supplies in accordance with the theater plan. As a supported force rotates or the operation draws to a conclusion, the SSAs plan, organize, facilitate, direct, control, and perform the necessary supply functions required for retrograde services. These functions include retrograde of equipment, supplies, scrap, and hazardous materials to final locations worldwide.

3-20. If the SSA is part of the drawdown process, retrograde is all materiel being returned to the Continental United States or prepositioned stock as part of the theater closing. During theater drawdown, SSAs provide centralized locations to consolidate materiel for retrograde. Units are directed to turn in excess materiel to the SSAs. SSAs accept the turn-in of materiel from redeploying units and other Department of Defense activities. Asset visibility is critical throughout the drawdown process.

## **STORE SUPPLIES**

3-21. The storage section is responsible for storage and picking materiel to fill customer requests. During storage, items are placed into storage bins, which may include palletizing, stacking and/or shelving of the incoming stock. Storage managers must enforce good location maintenance procedures as part of the process of maintaining and safeguarding items. Include specific times for trash collecting, sweeping and general cleaning in the SOP.

3-22. The storage section is responsible for protecting supplies from environmental damage. As a quality control measure, make biweekly checks of storage buildings, holding areas, and other facilities to ensure that supplies are protected from the weather, rodents, and insects. Inspections after bad weather cover such things as torn or loose protective canvas and coverings; damage from flying debris; water and hail; and loss of preservatives on exposed bare metal surfaces, hydraulic cylinder rods, and gears. Give careful attention to items subject to rust, corrosion, fungus, or mildew. Restricting access to sensitive items in a segregated, locked area prevents loss through theft.

3-23. Items that deteriorate at a known rate are assigned an expiration date by the manufacturer. Regardless of the time remaining, shelf-life material is issued by the first-in, first-out rule to ensure its use before the expiration date. There are two types of shelf-life items.

- Shelf-life periods that end after a specified date.
- Shelf-life periods that may be extended if certain conditions are met.

3-24. Storage of hazardous materials can create safety hazards and extended term storage may lead to environmental hazards. Store hazardous materials in original or approved containers. All containers must be clearly labeled with the appropriate material safety data sheet information. Flammables and corrosives should not be stored together. Opened containers with unused product should be stored properly to avoid contamination of other supplies. Defense Logistics Agency Disposition Services provides provide guidance for local turn in of hazardous material. Unused hazardous materials, such as cleaning supplies, petroleum products or paint, should never be thrown away. Hazmat facilities are better equipped to handle disposition or shipment of hazardous materials.

3-25. Store flammable liquids at least 100 feet from wooden structures and 50 feet from noncombustible structures. Store compressed gases separately. Ensure that all vehicles and equipment are bonded and grounded prior to using if near hazardous material.

3-26. Batteries are perishable items. Proper storage extends battery life by ensuring that the battery is charged and ready for use when issued. Inspect and test lot samples when the issue date exceeds the expiration date. Dispose of unsuitable dry batteries because continuing corrosion can create health and safety hazards.

3-27. Store tires in a vertical position when possible. Rotate horizontally stored tires periodically so that the tire that was on the bottom is on the top. Store tires away from direct sunlight whenever possible. Do not store un-mounted tires in the open for more that 90 days.

3-28. Store serviceable and unserviceable items in different locations. Separating the items will make it easier to keep track of items for reorder purposes. Dividing them will also avoid mistakenly issuing an unserviceable item.

## ISSUE SUPPLIES

3-29. The issue section is responsible for issuing expendable, durable, and non-expendable materiel to supported units. The issue section manager ensures that the storage clerks issue the correct supplies on time. The issue section must carry out the issue activities efficiently if supported units are to receive supplies on time, in the quantity requested, and in usable condition. The number of times a unit will pickup supplies during a week depends on the distance the unit has to travel and how often it can arrange for transportation. Some nearby units will pick up supplies two or three times a day. Other units will pick up supplies once a week. The issue section must:

- Post customer assistance procedures and other pertinent SSA operation information.
- Maintain supported unit signature cards.
- Pick and place supplies in the correct customer bin at the pickup point.
- Process, protect, and store supplies held in the issue section until customers pick them up or until they are shipped.
- Maintain the customer notification log.
- Consolidate and pack supplies destined for other SSAs.
- Make sure all issue documents are completed correctly and sent to the stock control section daily.
- Maintain issue documents at the issue section for 2 years (a year of active record keeping and another year of inactive).
- Make inquiries in response to questions from customers.

3-30. The issue section also processes equipment for return to the supply system and may assist with supervised item demilitarization for turn-in to Defense Logistics Agency Disposition Services.

## SHIP SUPPLIES

3-31. The shipping section ensures that materiel reaches its destination in the condition it originates in at the SSA. Shipping clerks consolidate, mark, weigh, and cube all outbound materiel. This includes assembling supplies according to weight and dimensional limitations into a unit, intermediate, or exterior pack, or crate with appropriate blocking, bracing, cushioning, waterproofing, reinforcement and marking.

3-32. Packing and crating involves selecting the correct packing method for each type of item. Hazardous materials require special packing materials (such as waterproof barriers, special cushioning, or blocking and bracing of items), and specially trained personnel to process the supplies. These items may also require special inspection and shipping procedures. When the packing and crating is completed, attach Radio Frequency Identification tags and seal the mode of transportation. Radio Frequency Identification refers to a system consisting of tags, an interrogator, a computer, and a docking station.

3-33. Cargo shipped without required content data markings reduces in transit asset visibility and increases the number of personnel required for processing the shipment at its destination. The following minimum data elements should be included on the Radio Frequency Identification tag:

- Lead Transportation Control Number.
- Container/pallet number.
- Consignor DODAAC.
- Port of embarkation.
- Port of debarkation.
- Consignee DODAAC.
- Hazardous material code, if applicable.
- Name of operation, exercise, or contingency.
- Military Service branch (Army, Navy, Marines, Air Force).
- Commodity class.
- The cargo being transported.
- Document number. This is the number generated by the consignee to describe the cargo.

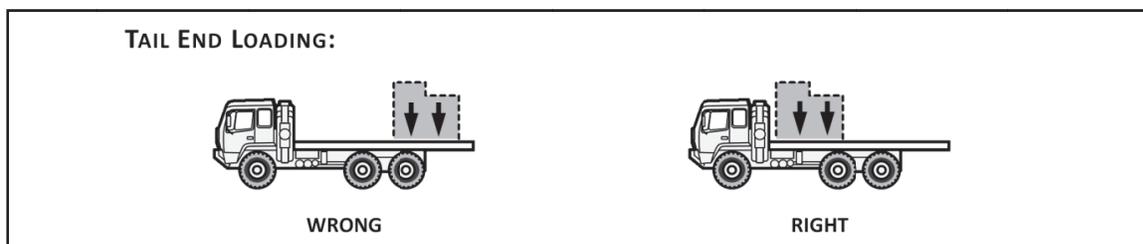
- Material number.
- Material description.
- Quantity of each item.
- Unit of issue for each item.

3-34. To protect the shipments:

- Container/vehicle packing list accurately describes items in the container/vehicle to prevent confusion whether or not an item is hazardous.
- Place plywood or dunnage between cargo and the bed of the container/vehicle to avoid metal to metal contact.
- Evenly distribute weight to prevent shifting for lifting stability and during transport.
- Do not store wet items with dry items.
- Secure loads with the correct shoring and tie downs.
- Ensure that nothing is leaking or will leak.
- Load dangerous goods/hazardous materials near the door for inspection and access. Hazardous materials should be available for easy inspection by not being buried under or behind other cargo. If plywood is used for shoring, cut 6 inch diameter holes to allow access for visual inspection.
- Ensure that all hazardous materials are appropriately packaged, placarded, labeled, and marked.
- Ensure that all hazardous material in the container/vehicle is compatible because non-compatible items cannot be shipped in the same container/vehicle.
- Store all cylinders vertically in a six sided wooden box or cradle to avoid metal to metal contact.

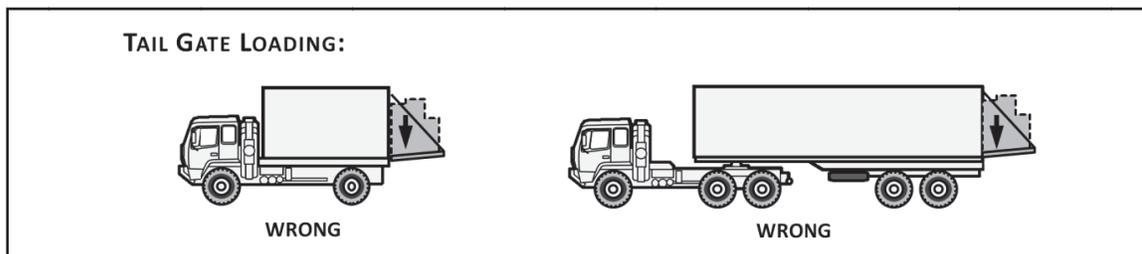
3-35. The shipping section will encounter different types of vehicles and containers for loading equipment or supplies. Make the best use of cargo space by loading the container/vehicle correctly and not exceeding load limitations. The delivery of shipments in good condition depends to a large extent on the manner in which the truck or trailer was loaded and on the care which was taken in preparing it for loading.

- Trailers are designed for uniform load distribution. The fundamental difference between loading trailers and trucks is in how the payload is distributed. For trucks, the average design provides for about 90% of the payload on the rear tires and 10% on the front tires. For trailers, the payload is distributed equally between the rear tires and the fifth wheel, which transfers its load to the tractor.
- With a part load or with a very heavy load having little bulk, it is common practice to put it at the front end of the trailer to get traction on truck-tractor rear tires. This overloads the truck tires and shortens their mileage life. It can also cause bending of the truck rear axle housing. Application of trailer brakes may lock wheels, cause tire flat spots, skidding, or both. Figure 3-1 shows a properly loaded heavy load.



**Figure 3-1. Properly loaded heavy load**

- Tail gate loading should never be practiced, even in the interest of speed, as it puts a severe strain on the equipment and frequently results in serious accidents. Figure 3-2 shows an incorrect loading.



**Figure 3-2. Tail gate load**

3-36. Check equipment and supplies for proper labeling and tagging and ensure that the shipment is accompanied with the correct documentation.

- Check cargo lashings and height limitations to ensure the loads are within parameters for shipment.
- Check secondary loads (unit supplies and equipment on vehicles) for proper blocking and bracing.
- Inspect vehicles to ensure that preventive maintenance checks and services and required organizational or direct support maintenance have been accomplished, and that fuel levels in vehicles and equipment being shipped is adjusted to correct levels.
- Ensure that hazardous cargo is segregated, correctly classified, described, packaged, marked, labeled, and in the proper condition for transportation.

3-37. ATP 4-12, *Container Operations*, states that containers provide a secure means of transporting cargo, and are an effective means of in-transit storage as they protect material from exposure to the weather. In a theater, containers will be used from the port to as far forward as possible and must be managed while used in theater. The shipping section manager is responsible for ensuring that shipping personnel make the best use of the space within the cargo containers. They must take extreme care to safeguard the equipment and supplies that are to be shipped and to load the container correctly so as not to exceed the loading limitations. Consult ATP 4-13, *Army Expeditionary Intermodal Operations*, for more information about cargo operations.

3-38. All vehicles, containers, warehouse pallets, 463L pallets, crates, and bundles must display a packing list showing the complete contents. Packing lists are not required for items that do not need identification, such as empty vehicles. However, these items must be listed on the packing list if they are loaded in a truck or container. An example is an inventory of tools or a parts list such as those found in supply bulletins. Do not list classified material on packing lists. The packing list also shows a load diagram containing the following:

- A diagram of the location of each item loaded.
- A brief description of the load, including potential loading problem and instructions.
- The type of container or vehicle.
- All blocking, bracing, and packing materials needed to secure the cargo.

3-39. Some cargo is shipped by sea. Due to the violent rigors and motion at sea, expect the cargo to be:

- Tilted 30 degrees in all directions (use proper shoring).
- Cooled to the lowest temperature encountered (temperature sensitivity - freezing concerns).
- Heated to 30 degrees above the highest temperature encountered (temperature sensitivity - heat concerns).
- Required to support four containers (160 tons) on top of it (container certification).
- Exposed to 2 times the cargo weight in the vertical axis (use proper internal cargo stacking, packaging, and shoring -- heavy items on the bottom, light items on top, lower items must be able to support twice the weight of all items above them).
- Subjected to half the container's weight in the horizontal axis (use proper packaging and shoring).

- Subject to constant vibration throughout the transit (consider fragility of item, use proper packaging).
- Develop its own weather system - humidity trapped in a container will collect on the ceiling during the day and rain down on the cargo at night. Consider storage length and sensitivity to water damage; use a waterproof cover for sensitive items.

3-40. Sometimes SSAs are called upon to ship the Soldiers' personal effects back to the rear detachment or to the Joint Personal Effects Depot. Personal effects are considered sensitive items due to the nature of the contents of the packages. Great care must be taken to ensure that the personal effects reach their destination intact. Shipping personal effects is also time sensitive and must be shipped within hours of being turned in by the Summary Court Martial Officer. Summary Court Martial Officers will have placed at least one orange sticker reading "EXPEDITE UNITED STATES MILITARY PERSONAL EFFECTS EXPEDITE" on the outside of each personal effects footlocker. Summary Court Martial Officers must remain with the personal effects until the footlockers have been banded, loaded into a tri-wall container, and the tri-wall has been banded. Each tri-wall crate will hold the personal effects of one soldier. Affix RFID tags to each crate so that the Soldier personal effects can be tracked. In-transit visibility is a critical part of handling personal effects because Joint Personal Effects Depot receipts of personal effects are timed with Casualty Assistance visits to families, especially for Soldiers killed in the line of duty.

## **PERFORMING INVENTORIES**

3-41. AR 710-2, *Supply Policy below the National Level*, requires that all items be inventoried at least annually. Inventories are the means to determine that stocks are serviceable and that the correct quantity is on hand. Inventory accuracy is an internal measure of the integrity of the warehouse process. Operations and customer support suffer without accurate records of what is stored. The SSA should create an inventory schedule for the fiscal year to ensure that all lines are counted annually. The Stock Control Section is responsible for performing physical inventories. Inventory results allow the SSA to correct discrepant quantities on the ASL. A discrepant quantity is a gain or a loss of an item or the quantity in the location does not match what the logistics information system has as the on hand balance.

3-42. The SSA conducts periodic inventories to ensure the accuracy of the inventory records. The SSA notifies units at least five working days prior to the inventory with instructions regarding operations during that time. Typically, until the inventory is complete no or minimal transactions will be done on the logistics information system and no receipts will be processed. Units may be authorized exceptions for parts needed immediately. Units are still expected to pick up from the issue section all items from the previous day. Turn-ins are allowed, but will not be posted into the logistics information system until the inventory is completed.

3-43. It is critical to perform physical inventories on a regular basis to maintain an accurate inventory record. A physical inventory is an actual count of the materiel on the shelves. The results of the physical inventory are reconciled with the enterprise resource planning technology to verify that storage records are correct. It is important that the quantity and type of items shown on hand on the stock record matches the quantity and type of items in the warehouse. Inventories play an important part in keeping storage and financial records straight. Inventories help stock control to discover and correct inventory discrepancies. A proper inventory is a step-by-step process. The actions taken before the inventory are as important as the counting of supplies

- A scheduled wall-to-wall involves all items in the entire supply point. During the inventory, the supply operation shuts down to execute the count. Do not issue during an inventory because it increases the chance of errors. Requests and issue supplies for high priority items and not mission capable status items must still proceed. Not mission capable status items must be processed as "walk-thru" transactions because the SSA will lose control of the inventory process if such items were to be processed automatically.
- Cyclic inventories are scheduled and count only a portion of the inventory. Cyclic inventories can be executed weekly, monthly, or quarterly.
- Special inventories are not scheduled. A special inventory may be done any time and for any reason that requires a physical count of items in storage.

3-44. It is necessary to set aside a block of time to execute inventories. The general timeline for a 10% inventory is approximately six hours. SSA managers often block from 0800 to 1500 on the desired day for the 10% inventory. A wall-to-wall inventory takes approximately five working days to complete.

### **PREPARING FOR INVENTORY**

3-45. Before beginning an inventory, conduct a location survey to make sure all data has been posted to the records and that all supplies are in the correct locations. A location survey is a physical check of actual storage locations against items recorded on the logistics information system. During the location survey, the survey team will usually find and correct storage problems such as mixed and unidentified stock and other minor errors. After the survey teams have finished the survey, the results are reconciled with the stock records located on the enterprise system. The planning factor for a comprehensive wall-to-wall location survey may take an additional five days prior to the inventory time because it has to be performed while the SSA is still operating at full capacity, and it must be invisible to the supported units.

### **WORKING WITH KEY INVENTORY PERSONNEL**

3-46. Accountable officers work with many supported units when setting inventory controls and executing the inventories. Knowledge of the duties of inventory personnel is essential. After completing pre-inventory actions, stock is physically counted by count teams under direction of the inventory supervisor. Knowledge of the duties of inventory personnel is imperative.

- The stock control manager is the most important player in setting up and conducting the inventory. The stock control manager ensures that inventory count cards, control listings, and any other automated documents needed for the inventory are produced. An inventory supervisor is in charge of the inventory and the inventory count teams. The inventory supervisor may not normally be assigned to the SSA. However, he will be attached to your unit until the inventory count is posted to the stock record.
- The inventory supervisor is responsible for controlling and checking all inventory count cards and control listings before, during, and after the inventory to ensure they are complete and error free. Each inventory supervisor has the option to print a count cards for a manual inventory or to use using handheld automatic identification technology devices or hand-held terminal.
- Inventory supervisors assign people to the count teams which consist of a counter and a checker or recorder. Each count team is assigned specific areas to inventory. Count team personnel notify the inventory supervisor when all counts have been made. Because wall-to-wall inventories are so large and must be completed within five working days, there may be a need for multiple count teams. The number of count teams required will depend on the size of the ASL.
- The inventory supervisor accounts for all count cards by serial number. Each count card is checked for completeness. If a count card is missing and cannot be found, a duplicate will be made from the count card control list data; then the item will be counted. After the inventory supervisor accounts for all count cards and is sure that the cards are correct, the count card deck and the count card's control list is reconciled with the stock accounting records.

### **TOOLS AND EQUIPMENT**

3-47. The following paragraphs describe equipment used while conducting typical supply support activity operations.

#### **STORAGE AIDS**

3-48. Storage aids enable the utilization of all available space by making moving supplies easier. Storage aids also help prevent supplies from being damaged when stored on the ground. There are many kinds of storage aids:

- A pallet is a portable platform upon which quantities of materiel are placed making handling and storage more efficient.
  - Expendable pallets generally are designed for one shipment and are then discarded. These pallets are usually constructed of wood, fiberboard, or a combination of the two.

- General-purpose pallets, the most commonly used pallets, are constructed of hardwood. They fit economically into railroad cars, motor vehicles, and trailers.
- Special-purpose pallets made of metal are suitable for heavy-duty use. They are more rugged and will withstand more abuse than wood pallets. One benefit to using metal pallets is there are no fasteners to work loose and cause damage to flexible containers and their contents.
- Steel shelving is used for storing small quantities of items for retail issue. The materiel can be stored either loosely on the shelves or in shelf boxes.
- Use shelf boxes for ease of inventory and stock relocation. The shelf box is used to store small items which cannot be stored efficiently on open shelving. The number of small or large boxes or whole shelves to be used depends upon the physical characteristics and volume of stocks to be stored.
- Notched spacers are made of lengths of hardwood that have been cut a special way so cylinders can rest in the depressions. Cylinders or pipes can be stacked neatly. They also allow some items to be removed without destroying the balance of the stack.

### MATERIALS HANDLING EQUIPMENT

3-49. There are many different types of MHE used in storage operations. MHE can be powered or non-powered. To determine what kind of MHE is best for the situation, consider the MHE's capacity and capabilities; the construction of the storage area; and the layout of the storage area.

3-50. Every storage manager should ensure that all warehousing personnel know and follow the safety guidelines for MHE operation. It cannot be stressed enough that only trained and licensed operators should be allowed to drive and operate the powered MHE.

3-51. The MHE operators must routinely make preventative maintenance checks using the correct operator's manuals and report any problems or deficiencies that cannot be fixed at the operator level. Storage managers must teach his storage clerks that MHE is only as good as the care it receives.

### Forklift

3-52. The forklift is used to pick up, carry, and stack unit loads of supplies and equipment. Forklifts are available with lifting capacities from 2,000 to 20,000 pounds and lifting heights from 100 to 210 inches. Most storage sections use the light duty and rough terrain forklift trucks. The type of forklift used will depend upon the load and the terrain; see Figure 3-3 for examples of forklifts used by SSAs.

- The light duty forklift has a 2,000 pound load capacity and a 100 inch lift. It can be used in areas with low overhead clearance. It also can be used indoors because it can be gasoline or electric-powered and have either solid or semisolid rubber tires. Use this forklift for loading and unloading trucks that have low mast heights.
- This rough terrain forklift has a load capacity that ranges from 4,000 to 10,000 pounds, depending upon the model. It has high floatation pneumatic tires that help it move in unprepared areas or areas that have not been stabilized. Use this forklift in field areas. Use it mainly for loading and unloading flatbed semitrailers and for stacking large, heavy loads.

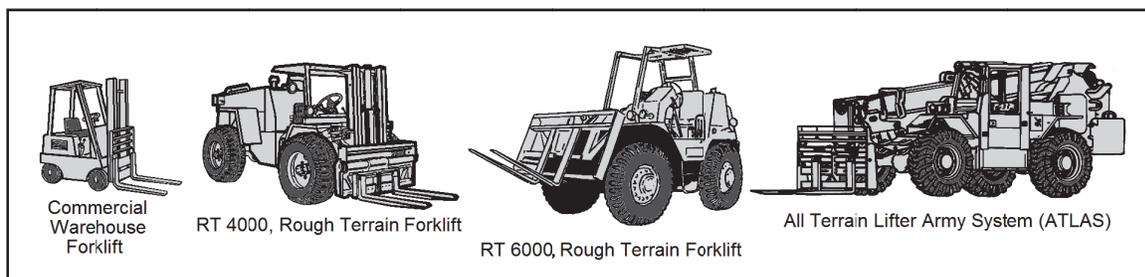


Figure 3-3. Forklifts

- A warehouse tractor is a gasoline or electric powered vehicle used to pull one or more warehouse trailers. The tractor has a drawbar pull ranging from 2,000 to 7,500 pounds and has either solid rubber or pneumatic tires.
- The light-duty, electric-powered warehouse tractor has a 2,000 pound drawbar pull and solid rubber tires. It can be used in closed warehouses. Since it emits no fumes, it also can be used to transport food items. Use this tractor for light loads in warehouses and in cold-storage areas since varying temperatures do not affect its performance.
- The medium duty warehouse tractor is a gasoline-powered tractor that has a 4,000 pound drawbar pull and pneumatic tires. It can be used in outdoor storage areas for general-purpose towing. It has enough horsepower and traction to operate on all types of surfaces.
- The warehouse trailer used with a warehouse tractor is a load-carrying platform on pneumatic tires. The normal capacities for a trailer used in storage areas range from 6,000 to 20,000 pounds. Because the rear wheels of the heavy-duty trailer are mounted on a rigid axle that carries about two-thirds of the load, it can be used for oversized loads and rough surfaces.
- Use the light-duty trailer for indoors storage operations.

### **Conveyors**

3-53. Conveyors are used to move supplies in a fixed line of travel. They are used mainly for loading and unloading trucks and railroad cars. The three major kinds used in most storage operations are gravity roller, roller, and skatewheel conveyors. The skatewheel conveyor is probably used most often because it is lightweight, easy to setup, and easily transported.

### **Hand-Lift Truck**

3-54. This truck is sometimes called a pallet jack or hydraulic jack. It has two load-carrying tracks that can be raised about 4 inches to carry pallet loads. Use it to move pallet loads that do not have to be stacked and to move loads short distances. It can be operated in small spaces where forklifts cannot maneuver.

### **Platform Truck**

3-55. This truck is used mainly for moving short distances with frequent stops. It is used also in close areas because it is easy to maneuver in areas with limited space. The two basic types of platform trucks are the two-wheeled, which is called a dolly, and the four-wheeled, which is known as a hand truck.

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## Chapter 4

# Redeployment

*Redeployment* is the transfer of forces and materiel to support another joint force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out-processing (JP 3-35). The following information should be considered when redeploying a supply support activity.

4-1. An SSA may be required to jump from one location to another within an area of operations in order to support the maneuver commander's logistics requirements or redeployed to its home station. When the order is received to redeploy, the SSA initiates redeployment activities. Actions taken will depend on where the SSA is redeploying. See chapter two for how to establish a supply point.

4-2. Transportation and storage space is often limited to the vehicles that a unit is authorized under its table of organization and equipment. If the SSA is redeploying to home station, cancel requisitions, process/transfer accountability of Army War Reserve Stocks, and coordinate transfer of accountable stocks through the appropriate theater Army area command and national inventory control points.

4-3. To meet contingency support requirements, units develop movement plans and SOPs. An effective movement plan contains sufficient detail to prepare units to execute deployments while the SOP outlines functions that should occur upon notification of a unit movement. Maintain deployment binders containing the unit movement plan; unit movement SOP; appointment orders; training certificates; recall rosters; copies of load cards and container packing lists, special handling permits; and blocking, bracing, packing, crating, and tie-down requirements. The deployment binder also serves as a continuity bridge from one accountable officer to the next. The SSA SOPs should cover pre-movement checks, pre-movement inspections, who to report to, and who executes which tasks. SOPs should address standard locations, location of mission essential equipment, and vehicle load plans. The SOP should address all roles and responsibilities for the deployment. During training exercises the SSA should review, rehearse, revise and validate the SOP so that every Soldier understands the deployment process.

4-4. Rehearse the movement plan and track the plan's results during the execution of the plan. Every Soldier should know his part of every mission. Every leader should practice troop leading procedures. Rehearsal and pre-combat inspections cannot be emphasized enough. Rehearsals ensure greater success in the redeployment. Develop a key task list for the SSA and ensure that all Soldiers are trained on the key task list. During training exercise and rehearsals ask questions about commander's intent and end state. Learning to ask these questions during rehearsals ensure that the SSA will be stood up and ready when the commander needs it during a real world mission. SSAs should rehearse basics and add specifics to the rehearsals as details emerge. Each SSA is responsible for developing specific battle-oriented pre-movement checks focused on specific SSA requirements. As a minimum, each Soldier should understand the nature of the operation:

- Who is participating?
- Time of the operation.
- Assigned tasks.
- The route should be briefed to all drivers.
- Call signs, password, number combinations.
- Location of objective.
- Individual's job and job of immediate leader.
- Location of leaders.
- Location of other friendly units (situational awareness).

4-5. Conduct pre-combat inspections to determine full preparation for tactical operations. Pre-combat inspections are conducted in the assembly area prior to movements. Pre-combat inspections are integral to every mission. The platoon leader designates the time for pre-combat inspections as part of the platoon operations order.

4-6. Load planning is a critical part of deployment planning. Prior to the move the SSA should perform a 100% inventory; the SSA must know what it is moving and where every item is packed. When the SSA arrives at its destination, it should perform a 100% inventory to ensure that nothing was lost in transit. Leaders prepare a detailed loading plan and ensure that all SSA personnel are familiar with the plan. The load plan details the storage locations by container or bumper number SSAs must maximize vehicle and container load capacities. The packing list will change from mission to mission, but the majority of the items on the list are necessary for the completion of every mission.

4-7. It is the joint responsibility of the shipper and the carrier to ensure safety of the cargo, equipment, and personnel during loading, in transit, and on arrival at the destination. Ensure best use of the shipping containers/vehicles to safeguard equipment and supplies by not exceeding loading limitations. The delivery of cargo in good condition depends on the manner in which the truck or trailer was loaded and on the care which was taken in preparing for the loading. Identify hazardous, sensitive and classified cargo for packaging, labeling, segregating, and placarding for movement. Identify bulk cargo that needs to be moved, and develop packing lists. All crates, containers, boxes, barrels, and loose equipment on a vehicle must be blocked, braced, and tied-down to prevent shifting during transit. Always check the trucks, vans, trailers, and containers for serviceability. Areas to check:

- Are the sideboards and floorboards present, and are they serviceable?
- Do the doors close properly, providing a waterproof seal?
- Is the container large enough for the cargo or equipment to be shipped (length, height, width, and load limitations)?
- Are there enough tie-downs, and are the tie-downs serviceable?
- Is the canvas roof leak proof?
- Are tires serviceable? Are there spare tires available?
- Do all brakes work properly?
- Are all brake lights and running lights operable?

4-8. Good planning is the key to mission accomplishment. Regardless of the operation, the planning process is basically the same. To get items ready for shipment, the issue/shipping and storage sections work together to plan, process the documents, and select and prepare the supplies for loading. Some supplies, such as ammunition and classified items, require special handling and control procedures. The issue/shipping manager arranges for the transportation of the supplies. There may not be enough transportation capability to move the whole SSA in one trip. Leaders must either arrange for additional transportation resources or arrange the move in serials.

# Glossary

## SECTION I – ACRONYMS AND ABBREVIATIONS

<b>USAMC</b>	United States Army Materiel Command
<b>ASL</b>	authorized stockage list
<b>DODAAC</b>	Department of Defence activity address code
<b>FM</b>	field manual
<b>MHE</b>	materials handling equipment
<b>NCOIC</b>	noncommissioned officer in charge
<b>JP</b>	joint publication
<b>SOP</b>	standard operating procedure
<b>SSA</b>	supply support activity

## SECTION II – TERMS

### **access control point**

A corridor at the installation perimeter through which all vehicles and pedestrians must pass when entering or exiting the installation. (ATP 3-39.32)

### **inventory control**

That phase of military logistics that includes managing, cataloging, requirements determinations, procurement, distribution, overhaul, and disposal of materiel. Also called inventory management; materiel control; materiel management; supply management. (JP 4-09)

### **materiel**

All items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. (JP 4-0)

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These documents must be available to intended users of this publication.

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**ATP 4-42.2 (FM 10-15)**  
9 JUNE 2014

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