



DoD INSTRUCTION 3110.06

WAR RESERVE MATERIEL (WRM)

Originating Component:	Office of the Under Secretary of Defense for Acquisition and Sustainment
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Approved by:	Ellen M. Lord, Under Secretary of Defense for Acquisition and Sustainment

Purpose: In accordance with the authority in DoD Directive (DoDD) 5134.01 and the July 13, 2018 Deputy Secretary of Defense Memorandum, this issuance:

- Establishes policy, assigns responsibilities, and provides guidance on determining and positioning WRM requirements to support the immediate needs of Military Departments across a spectrum of contingencies.
- Establishes the Global Pre-positioned Materiel Capabilities Working Group (GPMCWG) to provide joint departmental oversight of pre-positioned war reserve materiel (PW RM).

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands (CCMDs), the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).

1.2. POLICY. It is policy that within authorized funding, the DoD Components:

a. Acquire and maintain, in peacetime, war materiel inventories sufficient to attain and sustain strategic objectives, as prescribed in the Secretary of Defense (SecDef) Guidance for Employment of the Force (GEF).

b. Follow the prioritization guidance in the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 4310.01D, for assigned, allocated, or apportioned forces.

SECTION 2: RESPONSIBILITIES

2.1. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT (USD(A&S)). In accordance with the authority in DoDD 5134.01 and the July 13, 2018 Deputy Secretary of Defense Memorandum, the USD(A&S):

- a. Establishes policy for all matters relating to PWRM.
- b. Assesses and confirms materiel readiness, supply availability, and global supply chain resource allocation determinations in accordance with DoDD 5134.01.

2.2. ASSISTANT SECRETARY OF DEFENSE FOR SUSTAINMENT (ASD(S)). Under the authority, direction, and control of the USD(A&S), the ASD(S):

- a. Develops implementing procedures on all matters relating to WRM.
- b. Establishes a GPMCWG to provide joint departmental oversight of PWRM as described in Section 5.
- c. Appoints a representative to co-chair the GPMCWG.

2.3. DIRECTOR, DEFENSE LOGISTICS AGENCY (DLA). Under the authority, direction, and control of the USD(A&S), and in addition to the responsibilities in Paragraph 2.8., the Director, DLA:

- a. Coordinates with the Military Departments to contract, stock, or perform storage and distribution functions for bulk petroleum, subsistence, medical supplies and equipment, and other designated WRM and contingency retention stock in coordination with the CJCS to support mission requirements.
- b. Coordinates with the CCMDs to develop a bulk fuel inventory management plan in accordance with procedures outlined in DoD Manual (DoDM) 4140.25.
- c. Provides a representative to participate as a member of the GPMCWG.

2.4. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS(USD(P&R)). The USD(P&R) provides a representative to participate as a member of the GPMCWG.

2.5. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)). The USD(P):

- a. Develops and coordinates, for the SecDef's approval, the GEF and Defense Planning Guidance (DPG) to:

(1) Provide strategic planning and resource guidance, which may include direction on, or affect, WRM and PWRM requirements.

(2) Achieve desired capabilities in support of the National Defense Strategy.

b. Assesses and evaluates WRM requirements as related to the Combatant Commanders' (CCDRs') ability to meet GEF-directed contingency end states, along with the members of the GPMCWG.

c. Provides a representative to participate as a member of the GPMCWG.

2.6. ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT (ASD(SO/LIC)). The ASD(SO/LIC):

a. Under the authority, direction, and control of the Secretary of Defense:

(1) Reviews special operations forces (SOF) WRM and PWRM requirements.

(2) Approves special operations-peculiar (SO-P) WRM and PWRM-related programs and budget.

(3) Coordinates with the Military Departments for SO-P PWRM requirements.

(4) Coordinates with the Military Departments for SOF service common WRM and PWRM requirements.

(5) Provides a representative to participate as a member of the GPMCWG.

b. Under the authority, direction, and control of the USD(P), assists in the development of irregular warfare and combating terrorism strategic planning and resource guidance that affects WRM and PWRM requirements.

2.7. DIRECTOR OF COST ASSESSMENT AND PROGRAM EVALUATION. The Director of Cost Assessment and Program Evaluation:

a. As required, assesses the ability of WRM programs to meet the CCDR requirements established in the DPG.

b. Provides a representative to:

(1) Participate as a member of the GPMCWG.

(2) Provide information regarding the assessment of the ability of WRM programs to meet the CCDRs' requirements established in the DPG.

2.8. DOD COMPONENT HEADS. The DoD Component heads:

- a. Calculate war reserve requirements annually or as needed based on duties outlined in Sections 3 and 5 and the GEF.
- b. Provide integrated materiel management of designated items in accordance with Volume 3 of DoDM 4140.01 to:
 - (1) Minimize investment in WRM and contingency retention stock.
 - (2) Ensure the latest technology is provided to materiel managers at point of use.
 - (3) Identify alternative materiel sourcing strategies, e.g., host nation, cross-Servicing, acquisition, or partnering agreements, if required.
- c. Program and fund for acquisition of WRM in accordance with procedures outlined in Section 3 of this instruction when requirements exceed assets and alternative sources of support are not available.
- d. Review, and update, if required, the process used to compute WRM requirements and to determine the shortfalls between the WRM requirements and the provided support through offset agreements or WRM stocks held.
- e. Use the WRM risk assessment methodology in Section 4 of this instruction to support any changes in WRM composition.
- f. Provide a representative to participate as a member of the GPMCWG.

2.9. SECRETARIES OF THE MILITARY DEPARTMENTS. In addition to the responsibilities in Paragraph 2.8., the Secretaries of the Military Departments:

- a. Perform storage and distribution functions for designated WRM stocks to support requirements.
- b. Provide WRM requirements data to integrated materiel managers for applicable items in support of war reserve requirements computation.
- c. Equip and sustain its units.
- d. Coordinate with the CCDRs on the draw down non-allocated stocks, when needed, in coordination with the CCDRs.
- e. Refer unresolved issues with the draw down of stocks, when needed, with recommendations to the CJCS and the ASD(S) for resolution using the procedures in CJCSI 4310.01D.

2.10. CJCS. In addition to the responsibilities in Paragraph 2.8., the CJCS:

- a. Appoints, in coordination with the ASD(S), a representative to co-chair the GPMCWG.

- b. Includes WRM considerations in the Global Force Management Implementation Guidance.
- c. Validates and assesses CCDRs' WRM requirements and capabilities to meet the SecDef DPG.
- d. Provides guidance on WRM use through CJCSI 4310.01D.
- e. Annually reviews the DoD pre-positioned materiel and equipment status, validates CCMD requirements, and identifies any shortfalls or capability gaps.
- f. Recommends a planning factor to the ASD(S) for approval that sizes the petroleum war reserve requirement in accordance with the procedures in DoDM 4140.25.

2.11. CCDRs. In addition to the responsibilities in Paragraph 2.8., the CCDRs:

- a. Determine operational WRM requirements for assigned or apportioned forces, consistent with the GEF and the Joint Strategic Capabilities Plan in CJCSI 3110.01J, and submit the operational WRM requirements to the CJCS for approval.
- b. Review contingency plans and guidance on planning and approval for the use of WRM assets.
- c. Provide munition requirements for U.S. coalition allies and partners anticipated to participate in the campaign, for munitions primarily supplied by U.S. industrial commercial sources.
- d. Coordinate with the Secretaries of the Military Departments on the draw down of non-allocated stocks, when needed.
- e. Refer unresolved issues with the draw down of stocks, when needed, with recommendations to the CJCS and the ASD(S) for resolution using the procedures in CJCSI 4310.01D.
- f. Consider the use of PWRM in or near their theaters of operations as needed to reduce reaction times and relieve the burden on strategic mobility assets using the guidance on PWRM in CJCSI 4310.01D.

2.12. COMMANDER, U.S. SPECIAL OPERATIONS COMMAND . In addition to the responsibilities in Paragraph 2.8 and 2.11, the Commander, U.S. Special Operations Command:

- a. Plans, programs, and budgets for SO-P WRM requirements.
- b. Performs storage and distribution functions for designated SO-P WRM stocks to support SOF requirements.
- c. Coordinates with the Military Departments for SO-P PWRM requirements.

d. Coordinates with the Military Departments for SOF service common WRM and PWRM requirements.

SECTION 3: PROCEDURES

3.1. COMPUTING REQUIREMENTS.

a. WRM Requirements. The Military Departments will:

(1) Establish internal processes to compute WRM requirements based on the type of assets required. This will include computing:

(a) Secondary item WRM requirements to meet the operational requirements of the planning scenarios approved in the GEF and CCDRs' requirements.

(b) Principal and end item WRM requirements as part of the DoD Components' acquisition strategy.

(2) Size, acquire, manage, and position WRM to achieve the greatest practical flexibility and responsiveness to a full spectrum of regional contingencies, while minimizing DoD investment in WRM to reduce reaction time and to sustain forces.

(3) Ensure WRM requirements include munition requirements for U.S. coalition allies and partners anticipated to participate in campaigns, for munitions primarily supplied by U.S. industrial commercial sources.

b. Specific Guidance for Select WRM Stocks. The Military Departments compute WRM requirements for:

(1) Munitions in accordance with DoD Instruction 3000.04.

(2) Petroleum pre-positioned war reserve stock to support deployment and combat operations. The Military Departments will size the petroleum pre-positioned war reserve stock to meet geographic requirements until resupply can be obtained from a secure source in accordance with DoD Instruction 4140.25.

(3) Mapping and charting war reserve stock locations, as determined by the CCMDs.

(4) PWRM based on the CCDRs' requirements during the initial phases of an operation for an operational theater campaign plan.

c. Efficient Management of Service Stock.

(1) To maximize use of existing funds, the Military Departments should minimize their WRM requirements with alternative sources of support, such as:

(a) Stock on hand (including peacetime operating stock).

(b) Materiel available through industrial base programs.

- (c) Host-nation support agreements.
 - (d) Bilateral military arrangements, e.g., acquisition and cross-servicing agreements pursuant to Sections 2341-2350 of Title 10, United States Code.
 - (e) Commercial sources.
 - (f) Coordination with other Military Departments and other agencies.
- (2) The Military Departments will:
- (a) Apply resources, within the program and budget, to stated requirements when an offset strategy is not available.
 - (b) Complete a WRM risk assessment in accordance with Section 4 of this instruction, to identify risks that could negatively impact readiness.
 - (c) Use the WRM risk assessment to support prioritizing, programing, and budgeting for WRM requirements.
 - (d) Manage and program for materiel used by two or more Military Departments through the integrated materiel manager of record or the designated executive agent for the materiel to achieve supply chain efficiencies in accordance with Volume 3 of DoDM 4140.01.
 - (e) Classify WRM already in stock that exceeds the requirements for mobilization, force expansion, or reconstitution as contingency retention stock in accordance with Volumes 2, 5, 6, 8, and 10 of DoDM 4140.01.

3.2. POSITIONING.

a. WRM. DoD Components will position WRM in the designated locations to support surge forces in or near a geographic CCDR's area of responsibility. WRM procurement will not exceed the requirement for sustainability planning approved in the GEF.

b. PWRM. DoD Components will position PWRM as starter stock, swing stock, or a combination of both. Military Departments will coordinate with CCDRs and Defense Agencies to pre-position WRM to support GEF directed contingency end-state and theater campaign plan objectives. PWRM can be either afloat or ashore.

SECTION 4: WRM RISK ASSESSMENT

4.1. WRM RISK ASSESSMENT PURPOSE. The Military Departments will complete a WRM risk assessment to identify the WRM impact on:

- a. Readiness.
- b. Programmed, non-programmed, and unfunded requirements.
- c. Requirements for reallocating resources to other priorities.

4.1. WRM RISK ASSESSMENT METHODOLOGY. To assess risk, Military Departments should consider:

- a. What changes are being made?
- b. Why must these changes be made?
- c. What are the operational impacts of the changes?
- d. What are the strategic impacts?
- e. What are the mitigation plans?
- f. In accordance with CJCSI 4310.01D, what are the reconstitution plans, approvals, and coordination requirements for this change?

SECTION 5: GPMCWG CHARTER

5.1. PURPOSE AND SCOPE.

a. The GPMCWG supports the ASD(S) and the CJCS by providing joint departmental oversight of PWRM.

b. This charter is effective as of the date of this issuance and supersedes all previous charters. It remains in effect until superseded or until the GPMCWG is determined to be no longer needed and is disestablished.

5.2. MEMBERSHIP.

a. Chair. The GPMCWG will be co-chaired by representatives appointed by the ASD(S) and the CJCS.

b. Principal Members. Participating organizations are responsible for appointing representatives who are knowledgeable of the PWRM requirements in their organization and consistently represent their organization. Representatives must be full-time government employees, permanent part-time government employees, or Military Service members. The participating organizations appoint GPMCWG management principal points of contact to represent:

- (1) Office of the USD(P).
- (2) Office of the USD(P&R).
- (3) Office of the ASD(SO/LIC).
- (4) Office of Cost Assessment and Program Evaluation.
- (5) U.S. Army.
- (6) U.S. Navy.
- (7) U.S. Air Force.
- (8) U.S. Marine Corps.
- (9) DLA.
- (10) Each CCMD.
- (11) United States Special Operations Command.

c. Advisory Members. Appointed as needed to address other functional areas.

5.3. FUNCTIONS. The GPMCWG:

a. Develops recommendations for policy or improved processes for managing WRM and PWRM for the ASD(S) and CJCS.

b. Reviews joint issues concerning PWRM requirements and positioning.

c. Reviews WRM risk assessments prepared and presented by GPMCWG members in accordance with the procedures in Section 4 of this instruction.

d. Makes recommendations to the ASD(S) and CJCS, as required, to balance limited resources against operational risk through established DoD resourcing governance bodies and processes.

e. Uses the information in the Annual Report on Pre-positioned Stocks, addressed in DoDD 3110.07, to:

(1) Validate PWRM operational requirements and the CCDRs' ability to meet GEF-directed contingency end-states for PWRM.

(2) Review, analyze, and evaluate PWRM programs for the ability to execute approved CCDR strategies, ensuring that information on programs is presented accurately and completely.

(3) Assess and evaluate WRM requirements as related to the CCDRs' ability to meet GEF-directed contingency end states.

(4) Develop recommendations for changes in plans and programs to meet PWRM requirements and mitigate shortfalls when requirements exceed assets.

(5) Develop recommendations for WRM requirements that include munition requirements for U.S. coalition allies and partners anticipated to participate in campaigns, for munitions primarily supplied by U.S. industrial commercial sources.

(6) Provide analysis, evaluations, and recommendations to ASD(S) and CJCS.

5.4. ROLES AND RESPONSIBILITIES.

a. The GPMCWG co-chairs:

(1) Approve GPMCWG meeting agendas.

(2) Call and chair GPMCWG meetings.

(3) Lead deliberations at GPMCWG meetings. When principal members voice dissenting positions, the co-chairs will attempt to resolve the issue within the GPMCWG. When an issue cannot be resolved within the GPMCWG, the co-chairs will elevate the issue to the ASD(S) and CJCS for final decision.

(4) Approve GPMCWG meeting minutes.

(5) Designate an individual to serve as the GPMCWG secretary.

b. The GPMCWG secretary:

(1) Prepares and distributes meeting agendas with a brief description of the discussion topics and indicates actions required before scheduled meetings.

(2) Coordinates and distributes presentation materials related to each meeting to GPMCWG representatives before scheduled meetings.

(3) Records minutes from each meeting and distributes the minutes to GPMCWG representatives.

(4) Tracks each GPMCWG action item until the GPMCWG co-chairs determine the action item has been completed.

c. GPMCWG principal member representatives:

(1) Provide input to the GPMCWG agenda with appropriate materials, presentations, and briefings to address:

(a) The results of the PWRM readiness reviews conducted in accordance with DoDD 3110.07.

(b) WRM risk assessments conducted in accordance with the procedures in Section 4 of this instruction.

(c) Other related materiel management issues within their respective organizations.

(2) Attend GPMCWG meetings, represent their respective organizations, and participate in deliberations. As appropriate, GPMCWG principal member representatives may seek agreement among GPMCWG members on issues affecting their organizations.

(3) As appropriate, designate subject matter experts to participate in GPMCWG meetings, reviews, and studies. When designated, subject matter experts may present findings from reviews or studies to the GPMCWG.

(4) Convey the positions and decisions of the GPMCWG to their organizations or offices.

(5) Execute actions and tasks, as requested by the GPMCWG co-chairs.

5.5. MEETINGS. The GPMCWG will meet annually (or more often, as needed) to address issues affecting materiel management of consumable, non-consumable, and common items. Meetings are normally teleconferences or video teleconferences. Face-to-face meetings may be scheduled as required.

GLOSSARY

G.1. ACRONYMS.

ASD(S)	Assistant Secretary of Defense for Sustainment
ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations and Low-intensity Conflict
CCDR	Combatant Commander
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
DLA	Defense Logistics Agency
DoDD	DoD directive
DoDM	DoD manual
DPG	Defense Planning Guidance
GEF	Guidance for Employment of the Force
GPMCWG	Global Pre-positioned Materiel Capabilities Working Group
PWRM	pre-positioned war reserve materiel
SecDef	Secretary of Defense
SOF	special operations forces
SO-P	special operation-peculiar
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Resources
WRM	war reserve materiel

G.2. DEFINITIONS. Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

common item. Any item of materiel that is required for use by more than one activity. Sometimes loosely used to denote any consumable item except repair parts or other technical items. Any item of materiel that is procured for, owned by (Service stock), or used by any Military Department and is also required to be provided to a recipient country under the grant-aid Military Assistance Program. Also included are readily available commercial items; items used by two or more Military Services of similar manufacture or fabrication that may vary between the Services as to color or shape, such as vehicles or clothing; and any part or component that is required in the assembly of two or more complete end-items.

contingency retention stock. Stock above an item's approved acquisition objective requirements and economic retention stock limit (if a level of stock has been established) that is held to support specific contingencies.

DPG. A document, issued by the SecDef, which provides firm guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the Military Departments and Defense Agencies to develop program objective memorandums.

employment. Operation plans, operational orders, or contingency plans identify allocation of assets, such as PWRM, and authority to employ assets.

end item. A final combination of end products, component parts, or materials that is ready for its intended use.

GEF. A document that merges contingency planning guidance and security cooperation guidance to provide comprehensive, near-term planning guidance. The GEF provides Presidential and SecDef politico-military guidance. The GEF is guided by the Unified Command Plan and National Defense Strategy and forms the basis for strategic policy guidance, campaign plans, and the Joint Strategic Capabilities Plan in accordance with CJCSI 3110.01J.

materiel. All items necessary to equip, operate, maintain, and support military activities without distinction as to their application for administrative or combat purposes, excluding real property, installations, and utilities. Materiel is either serviceable (i.e., in an issuable condition) or unserviceable (i.e., in need of repair to make it serviceable).

materiel manager. Personnel in any DoD activity or agency that has been assigned materiel management responsibilities for the DoD and participating federal agencies. The term includes responsibilities performed by either wholesale materiel managers or retail materiel managers: managing, cataloging, demand and supply planning, requirements determination and definition, procurement, distribution, overhaul and repair of reparable materiel, and disposal of materiel.

peacetime operating stock. The stock of materiel on hand at the unit or intermediate level to meet routine operations and training requirements. Peacetime operating stock can be used to meet wartime requirements.

pre-position. To place military units, equipment, or supplies at or near the point of planned use or at a designated location to reduce reaction time, and ensure timely support of a specific force during initial phases of an operation.

principal item. An end item or a replacement assembly of such importance to operational readiness that management techniques require centralized individual item management throughout the supply system including items stocked at depot level, base level, and using unit level. Principal items do not include complete aircraft, ships, tanks, helicopters, other combat and tactical vehicles, intercontinental ballistic missiles, intermediate range ballistic missiles, or space vehicles.

PWRM. WRM strategically located to facilitate a timely response in support of CDRR requirements during the initial phases of an operation.

PWRM requirements. Materiel identified as a requirement in SecDef planning guidance to be pre-positioned at or near the point of planned use to reduce reaction time and to ensure adequate support of military forces during early stages of war until stock can be replenished.

reconstitution. Those actions that are planned and implemented to restore units to a desired level of combat effectiveness, commensurate with mission requirements and available resources. Reconstitution operations include regeneration and reorganization.

secondary item. An item of supply that is not defined as a principal item and includes repairable components, subsystems, assemblies, consumable repair parts, bulk items, and material, subsistence, and expendable end items, including clothing and other personal gear.

starter stock. WRM stocks pre-positioned in or near a theatre of operations to last until resupply at wartime rates is established.

swing stock. WRM stocks positioned ashore or afloat for meeting WRM requirements of more than one contingency in more than one theatre of operation.

WRM. Mission-essential secondary items, principal and end items, and munitions sufficient to attain and sustain operational objectives in scenarios authorized in the SecDef GEF and the Joint Strategic Capabilities Plan scenarios.

WRM requirements. That portion of the war materiel requirement required to be on hand on D-day. This level consists of the war materiel requirement less the sum of the peacetime assets assumed to be available on D-day and the war materiel procurement capability.

REFERENCES

- Chairman of the Joint Chiefs of Staff Instruction 3110.01J, “Joint Strategic Capabilities Plan (JSCP),” September 25, 2015
- Chairman of the Joint Chiefs of Staff Instruction 4310.01D, “Logistics Planning Guidance for Pre-Positioned War Reserve Materiel,” December 30, 2016
- Deputy Secretary of Defense Memorandum, “Establishment of the Office of the Under Secretary of Defense for Research and Engineering and the Office of the Under Secretary of Defense for Acquisition and Sustainment,” July 13, 2018
- DoD Directive 3110.07, “Pre-Positioned War Reserve Materiel (PWRM) Strategic Policy,” March 7, 2017, as amended
- DoD Directive 5134.01, “Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)),” December 9, 2005, as amended
- DoD Instruction 3000.04, “DoD Munitions Requirements Process (MRP),” September 24, 2009, as amended
- DoD Instruction 4140.25, “DoD Management Policy for Energy Commodities and Related Services,” June 25, 2015, as amended
- DoD Manual 4140.01, “DoD Supply Chain Materiel Management Procedures,” dates vary by volume
- DoD Manual 4140.25, “DoD Management of Energy Commodities,” March 2, 2018
- Global Force Management Implementation Guidance for Fiscal Year 2016-2017, January 28, 2016 (SECRET)
- Guidance for Employment of the Force (GEF) for Fiscal Year 2015-2017, February 3, 2015 (SECRET//NOFORN/LIMDIS)
- National Military Strategy of the United States of America 2015, June 2015
- Office of the Chairman of the Joint Chiefs of Staff, “DoD Dictionary of Military and Associated Terms,” current edition
- Unified Command Plan, April 6, 2011 (with Change 1), as amended
- United States Code, Title 10