Joint Publication 4-01

Joint Doctrine for the Defense Transportation System

19 March 2003

PREFACE

1. Scope

This publication covers the interrelationships and applications of the Defense Transportation System. It focuses on combatant commanders, their Service component commands, and all agencies that use the Defense Transportation System.

2. Purpose

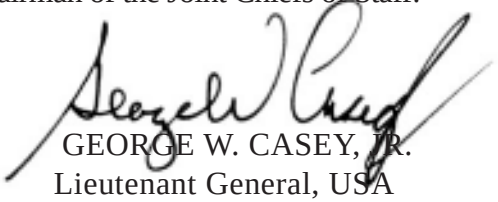
This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth doctrine to govern the joint activities and performance of the Armed Forces of the United States in joint operations and provides the doctrinal basis for US military involvement in multinational and interagency operations. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs) and prescribes doctrine for joint operations and training. It provides military guidance for use by the Armed Forces in preparing their appropriate plans. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of the overall mission.

3. Application

a. Doctrine and guidance established in this publication apply to the commanders of combatant commands, subunified commands, joint task forces, and subordinate components of these commands. These principles and guidance also may apply when significant forces of one Service are attached to forces of another Service or when significant forces of one Service support forces of another Service.

b. The guidance in this publication is authoritative; as such, this doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence for the activities of joint forces unless the Chairman of the Joint Chiefs of Staff, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with US law, regulations, and doctrine.

For the Chairman of the Joint Chiefs of Staff:



GEORGE W. CASEY, JR.
Lieutenant General, USA
Director, Joint Staff

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SUMMARY OF CHANGES
REVISION OF JOINT PUBLICATION 4-01

This publication revises Joint Publication 4-01, dated 17 June 1997. The following summarizes the changes resulting from this revision.

- **Refines membership of the Joint Transportation Board (JTB) and clarifies procedures for resolving competing requirements**
- **Defines US Transportation Command's responsibilities for DOD Military Customs and Border Clearance Program**
- **Adds responsibility to the theater JTB to deconflict commercial competition, US military, and other demands on in-theater transportation assets.**
- **Adds a section on operational support airlift**
- **Expands civil reserve air fleet (CRAF) section to include tailoring of CRAF activation to meet varying levels of defense air mobility requirements**
- **Completely revises the section on sealift resources**
- **Implements a major revision to the port operations section to include single port manager, Military Traffic Management Command, and Air Mobility Command functions**
- **Implements a major revision to the in-transit visibility reporting section to include revisions to the Global Transportation Network, non-unit-related cargo, and non-unit-related personnel paragraphs**
- **Implements major revisions to Appendix A, *Transportation Priorities*, to include a significant rewrite of the movement priorities section on cargo**

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TABLE OF CONTENTS

APPENDIX

GLOSSARY

FIGURE

EXECUTIVE SUMMARY

COMMANDER'S OVERVIEW

- **Discusses the Defense Transportation System**
- **Covers Responsibilities, Roles, and Interrelationships**
- **Discusses Transportation Resources**
- **Outlines the Employment of the Defense Transportation System**

The Defense Transportation System

The Defense Transportation System (DTS) is multi-faceted, resulting in a versatility that supports the entire range of military operations.

The Defense Transportation System (DTS) is an integral part of the total global transportation system and involves procedures, resources, and interrelationships of several Department of Defense (DOD), federal, commercial, and non-US activities that support DOD transportation needs. Support of national strategy must include modern, flexible, responsive global transportation that is capable of integrating military, commercial, and host-nation resources. The transition period from peacetime to war may be extremely short; thus the concept of operations for the US Transportation Command (USTRANSCOM) provides for a process of global transportation management. This process establishes an integrated transportation system to be used across the range of military operations providing the most effective use of air mobility, sealift, rail, pipeline, and land transportation resources from origin to destination. The transportation database, prepared through the Joint Operation Planning and Execution System, provides commanders and planners with adequate force requirements, other deployment data, and sustainment information.

Responsibilities, Roles, and Interrelationships

Close coordination among a wide variety of military and Federal agencies will be required to meet wartime or contingency transportation requirements.

The Secretary of Defense is responsible for overall transportation planning and operations within DOD. **The Chairman of the Joint Chiefs of Staff** reviews and evaluates movement requirements and resources, apportions capability, and allocates capability when required. **The Commander, USTRANSCOM** provides air, land, and sea transportation, common-user port management and terminal services per the Unified Command Plan for DOD across the range of military operations through the transportation component commands: Air Mobility Command,

Military Sealift Command, and Military Traffic Management Command. This system includes the effective use of theater military and commercial transportation assets identified during and coordinated through the combatant command's joint movement center plan development. **The Military Departments** are responsible for organizing, training, equipping, and providing the logistic support of their respective forces as well as maintaining an effective transportation program. **The Secretary of Transportation** has a wide range of delegated responsibilities for allocating civil transportation resources, including executive management of the Nation's transportation resources. The Secretary of Transportation is assisted by many agencies, including the Federal Aviation Administration, the Federal Highway Administration, the Federal Railroad Administration, the Maritime Administration, Surface Transportation Board of the Office of Energy (Transportation), and the US Coast Guard. Other Federal agencies, state, and local transportation organizations and civil carriers also aid the Secretary of Transportation.

Transportation Resources

Transportation resources must be coordinated and maintained during peacetime as well as during times of war.

There are many types of transportation resources available to DOD that are used, activated, and augmented across the range of military operations. **These resources include air mobility, sealift, land, port operation, pre-positioned, and intermodal assets,** both foreign and domestic.

Employment of the Defense Transportation System

The processes of the DTS are interactive, especially with regard to crisis and wartime procedures.

The same procedures are used across the range of military operations and forecast movement requirements, allocate resources, execute movement of people and cargo, and provide visibility of movements. **During peacetime, the Services and Defense Logistics Agency are responsible for the determination, collection, and submission of the movement requirements** for air mobility, sealift, and continental US civil transportation to USTRANSCOM. During peacetime, the Services are also responsible for arranging all passenger transportation and travel and cargo services within their authority. **During wartime and/or contingencies the supported combatant commander**, in coordination with supporting combatant commanders and Services, **establishes movement requirements and priority** by developing a deployment and/or redeployment plan for joint operations. Short notice transportation

requirements may require a rapid response by airlift that varies based on the phase of the contingency support.

CONCLUSION

This publication covers the interrelationships and applications of the DTS. It focuses on combatant commanders, their Service component commands, and all agencies that use the DTS.

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CHAPTER I
THE DEFENSE TRANSPORTATION SYSTEM

"Build no more fortresses, build railways"

Helmut von Moltke
1801-1891

1. Purpose

This chapter provides a general overview of the Defense Transportation System (DTS) and its role in supporting US national security objectives worldwide. **The DTS is multi-faceted, resulting in a versatility that supports the entire range of military operations.**

2. Overview

a. **Background. The DTS is that portion of the global transportation infrastructure that supports Department of Defense (DOD) common-user transportation needs across the range of military operations.** It consists of those common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by DOD. Combining the capabilities of common-user transportation assets into an integrated network optimizes the use of air mobility, sealift, and land transportation resources, provides greater visibility over operations, and expedites the transition from peace to war. Transportation procedures and responsibilities as they relate to peacetime and wartime requirements should remain unchanged regardless of the type of operation being conducted. The increased intensity necessary to support operations should not require a new set of procedures and systems. Transportation processes and procedures are performed in accordance with DOD Regulation 4500.9-R, *Defense Transportation Regulation*. This standardization allows transportation forces to train during times of peace in the same manner in which they would operate during war or a contingency and provides the inherent flexibility to effectively and quickly support any type of military operation. In this regard, the aggregate transportation capability exercised through the DTS is a critical enabling instrument that allows DOD to support the objectives and strategies of the President and Secretary of Defense (SecDef). The Commander, US Transportation Command (USTRANSCOM) is assigned the mission to provide air, land, and sea transportation for the Department of Defense, both in times of peace and in times of war. In this capacity, except for those assets that are Service-unique or theater-assigned, Commander, USTRANSCOM exercises combatant command (command authority) (COCOM) of the assigned transportation assets and is the DOD single manager for transportation. Commander, USTRANSCOM aligns traffic management and transportation single manager responsibilities to achieve optimum responsiveness, effectiveness, and economy. Commander, USTRANSCOM establishes and maintains relationships between DOD and the commercial transportation industry. Geographic combatant commanders who have transportation assets assigned to their commands should ensure that the assets are managed, controlled, and capable of full integration into the DTS. The principles and considerations discussed in Joint Publication (JP) 4-0, *Doctrine for Logistic Support of Joint Operations*, provide useful guidance to this end. This publication describes the essential nature of a logistic function that can "integrate the national and theater effort to mobilize, deploy,

The Defense Transportation System serves a vital role in supporting US national security worldwide.

employ, sustain, reconstitute, redeploy, and demobilize the forces assigned and attached to a combatant commander."

b. **Support of National Strategy.** As shown in Figure I-1, a DTS capable of providing **global transportation** is critical to US national military strategy. A **modern, flexible, and responsive** transportation network **capable of integrating military, commercial, and host-nation (HN) resources** must exist in order to project US military power anywhere in the world. USTRANSCOM is the focal point for the integration of DOD transportation procedures and systems providing global air, land, and sea transportation to meet national security needs.

c. **Global Transportation Management (GTM).** DOD movement requirements are numerous, ranging from normal peacetime operations to time of war in which the Nation's transportation system will be severely taxed. **The transition period from peacetime to war may be extremely short, thus the concept of operations (CONOPS) for USTRANSCOM provides for a process of GTM.** Although USTRANSCOM's span of operations generally ends at ports of debarkation (PODs) outside the continental United States (OCONUS), the DTS extends to final destinations designated by geographic combatant commanders. **This process establishes an integrated transportation system to be used across the range of military operations, providing the most effective use of air mobility, sealift, and land transportation resources from origin to destination.** Key terms of the CONOPS are as follows.

(1) **Global Transportation Management.** This refers to an integrated process that includes coordinated efforts in the Planning, Programming, and Budgeting System process,

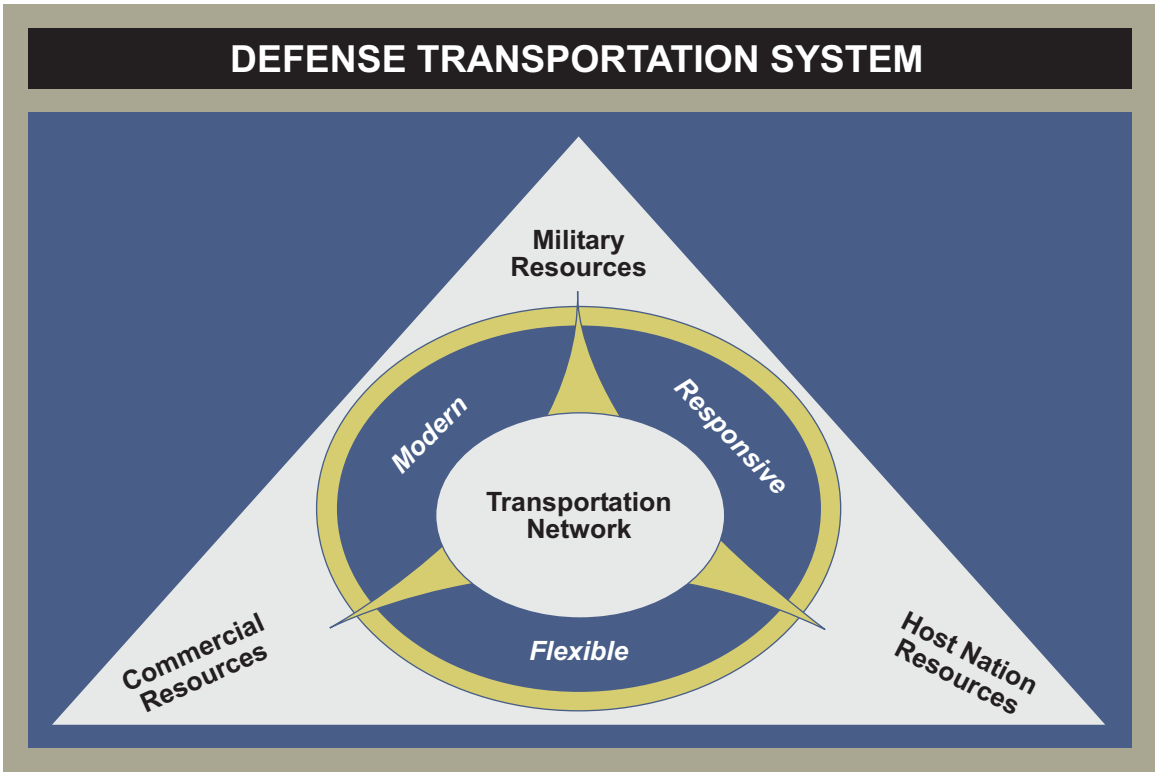

Figure I-1. Defense Transportation System

development of unified or coordinated management procedures and systems for deliberate and crisis action planning, and application of DOD and civil transportation systems through exercises, operations, and centralized traffic management. The object of GTM is to achieve responsive transportation capability for all phases of military operations.

(2) **Across the Range of Military Operations.** The transportation community from the Secretary of Defense to the shipper, receiver, and individual units should use the same processes and procedures across the range of military operations. The DTS should use the same basic procedures in war that it does in peace, adjusting the volume and intensity to fulfill the requirements of the situation (such as more stringent lines of communications [LOCs] regulation or higher operations tempo in theaters of operation). DOD common-user transportation resources are assigned to Commander, USTRANSCOM or geographic combatant commanders as directed by the Secretary of Defense, and are organized, trained, and equipped by appropriate Service commands.

(3) **In-transit Visibility (ITV).** To provide efficient GTM, an effective ITV capability must be established. ITV is the ability to track the identity, status, and location of DOD units, non-unit cargo (excluding bulk petroleum, oils, and lubricants [POL]), passengers, patients, and personal property from origin to consignee or destination across the range of military operations. The Global Transportation Network (GTN) is the designated DOD system for ITV.

See Chapter IV, "Employment of the Defense Transportation System," for a more detailed discussion of ITV and GTN.

Global transportation management ensures that transitions between peace and wartime activities are smooth and rapid.

d. **Transportation Requirements.** Commanders and planners at the strategic, operational, and tactical levels require a detailed supporting database to provide adequate force, other employment data, and sustainment information. The database prepared through the Joint Operation Planning and Execution System (JOPES) provides information to the supported and supporting combatant commanders, USTRANSCOM, subordinate joint force commanders (JFCs), and the Services to assist in identifying time-phased deployment requirements. Planners use specialized applications programs in JOPES and interface with other application programs through JOPES, to create a time-phased force and deployment data (TPFDD) computer file. Use of the automated database is essential to timely exchange of detailed force and other deployment data. Combatant commanders, subordinate JFCs, components, and supporting commands must enter accurate transportation requirements into JOPES as soon as possible. Chairman of the Joint Chiefs of Staff manual (CJCSM) 3122.02B, *Joint Operation Planning and Execution System Vol. III Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution*, is the primary source document for use of the automated database to direct a crisis response.

e. **General Considerations.** Although the level of detail may vary depending on the scope of the mission and the echelon of command where a transportation requirement is being worked, there are several general considerations that influence transportation planning and capability. They include those shown in Figure I-2.

f. **Critical Infrastructure Protection.** Central to all plans to use the DTS in wartime or contingencies is the assurance that physical infrastructures (such as ports and road and rail

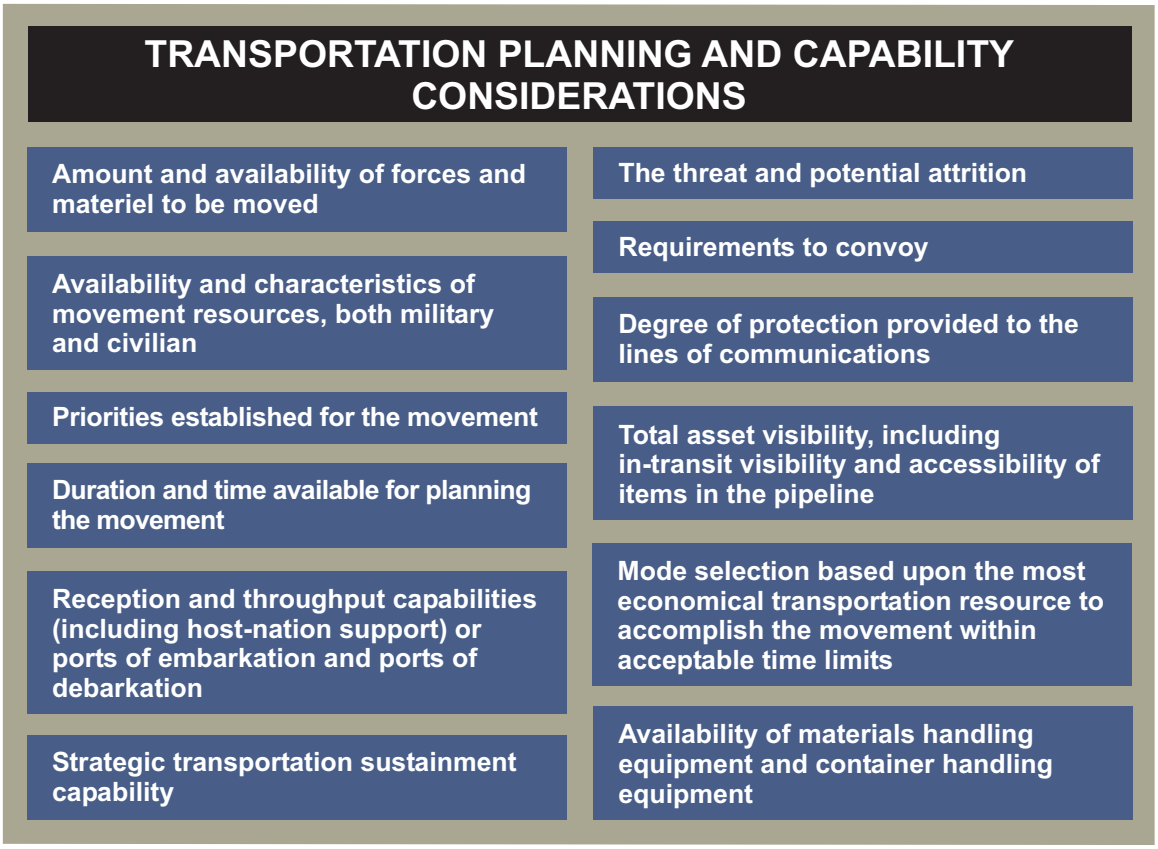

Figure I-2. Transportation Planning and Capability Considerations

systems) and command, control, communications, computers, and intelligence (C4I) infrastructures will be available when needed. As the threat of asymmetrical attacks on those infrastructures grows, it is imperative that all who rely on the DTS identify critical infrastructures that, if compromised, could jeopardize mission accomplishment of the supported combatant commander. They then must take actions to mitigate vulnerabilities to ensure that those critical assets will be available to meet mission requirements.

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CHAPTER II
INTERRELATIONSHIPS

"But it [the greatest unit] depends also on supervision, the mutual supervision of groups of men who know each other well. A wise organization of comrades in peace who shall be comrades in war. . . And now confidence appears. Then we have an army."

Ardant du Picq, *Battle Studies*

1. Purpose

This chapter identifies the responsibilities, roles, and interrelationships of the principal agencies involved in the DTS.

2. Background

Situations with a potential to create civil transportation emergencies range from local strikes and natural disasters to war. Since a large portion of the emergency transportation capability needed by DOD is in civil sector resources, **close coordination among a wide variety of military and Federal agencies will be required to meet wartime or contingency transportation requirements**.

3. Department of Defense

a. **The Secretary of Defense is responsible for transportation planning and operations within the Department of Defense.** The Secretary of Defense has designated the Deputy Under Secretary of Defense (Logistics and Materiel Readiness) to establish policies and provide guidance to DOD components concerning the efficient and effective use of the DTS. The Secretary of Defense has designated the Commander, USTRANSCOM as DOD single manager for transportation (other than for Service-unique or theater-assigned transportation assets) during times of peace and war. The Secretary of Defense has designated the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) as the DOD chief information officer (CIO). The CIO establishes policy and guidance concerning the interoperability and information assurance requirements needed for the DTS to operate within the Global Information Grid.

b. **The Chairman of the Joint Chiefs of Staff. The Chairman of the Joint Chiefs of Staff (CJCS) reviews and evaluates movement requirements and resources, apportions capability, and allocates capability when required.**

(1) Establishes procedures, in coordination with the Assistant Deputy Under Secretary of Defense (Transportation Policy), the Secretaries of the Military Departments, and the Defense Logistics Agency (DLA), for the submission of movement requirements by DOD user components to USTRANSCOM and for the submission of evaluated requirements and capabilities by

USTRANSCOM and the transportation component commands (TCCs) to the Chairman of the Joint Chiefs of Staff.

(2) Prescribes a movement priority system in agreement with uniform materiel movement and issue priority system (UMMIPS) that will ensure responsiveness to meet the requirements of the using forces.

(3) Monitors the capabilities of USTRANSCOM common-user transportation resources to provide air mobility, sealift, continental United States (CONUS) land transportation, common-user ocean terminal service, and aerial port service based upon the requirements of DOD components.

(4) Assigns movement priorities in support of DOD components based upon capabilities reported by USTRANSCOM.

(5) Apportions intertheater air mobility assets through the Chairman of the Joint Chiefs of Staff Instructions (CJCSIs) 3110.01 series, *Joint Strategic Capabilities Plan (JSCP) for Fiscal year (FY) XXXX*, and CJCSI 3110.11 series, *Mobility Supplement to the Joint Strategic Capabilities Plan for FY XXXX*. Apportions strategic lift assets through the execute order to the supported combatant commander.

(6) Adjudicates competing lift requirements as requested by USTRANSCOM or the CJCS Joint Transportation Board (JTB).

Appendix B, "Charter of the Chairman of the Joint Chiefs of Staff Joint Transportation Board," outlines the functions, responsibilities, and membership of the CJCS JTB.

(7) Acts on the recommendations of the CJCS JTB with respect to the establishment of priorities and allocations for the use of air mobility, sealift, and surface transportation capability.

c. **As the focal point for transportation for the Department of Defense, the Commander, USTRANSCOM:**

(1) Provides transportation and common-user port management and terminal services for DOD as well as non-DOD agencies upon request.

(2) Exercises COCOM of all assigned forces as authorized by the "Force for Unified Commands" Memorandum. (Reserve Component forces only when mobilized or ordered to active duty for other than training.)

(3) Exercises responsibility for global air, land, and sea transportation planning (deliberate and crisis action).

(4) Acts as DOD focal point for items in the transportation system.

(5) Exercises responsibility for intertheater (non-theater assigned) aeromedical evacuation.

(6) Oversees the responsibilities listed below:

(a) Providing combatant commanders with the coordinated transportation planning expertise required during the deliberate planning process. This includes reviewing the Joint Strategic Capabilities Plan (JSCP) tasking, analyzing supported combatant commander requirements registered in JOPES (force and non-unit cargo and/or personnel) for transportation feasibility, and advising the supported combatant commander of changes required to produce a force and sustainable deployment concept. Upon approval of the supported combatant commander's operation plan (OPLAN), provide plan maintenance support as required.

(b) Providing deployment estimates and total lift asset availability to the President, Secretary of Defense, and supported combatant commanders for development of alternative courses of action (COAs) and optimal flow of forces during crisis action planning. Commander, USTRANSCOM will also advise the supported combatant commanders and the Chairman of the Joint Chiefs of Staff concerning use of, or changes to, lift capabilities.

(c) During deployment, assisting the supported combatant commanders in ensuring that validated movement requirements are routed and scheduled for maximum support. During sustainment, redeployment, and reconstitution, the Commander, USTRANSCOM will also consider efficient use of intertheater lift resources. The Commander, USTRANSCOM will assist the Chairman of the Joint Chiefs of Staff by recommending reallocation of intertheater assets to optimize their use and support plan execution during deployment, employment, reconstitution, redeployment, and sustainment. The Commander, USTRANSCOM refers problems with recommended COAs to the CJCS JTB for resolution or adjudication if a balance of transportation requirements and capabilities cannot be maintained.

(d) As Executive Agent for DOD Customs, interface with the US Customs Service, State Customs and Agriculture officials, US Department of Agriculture (USDA), Animal and Plant Health Inspection Service, and Plant Protection and Quarantine for customs and agriculture inspections of DOD personnel, material, and equipment returning to CONUS.

(e) Developing and maintaining integrated ITV capability for DOD. GTN provides that capability and is the designated ITV system for DOD. GTN also provides command and control (C2) functionality for USTRANSCOM and is integrated into the Global Command and Control System (GCCS) and the Global Combat Support System. GCCS is a national C2 system.

For additional information on GCCS, refer to JP 6-0, Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Joint Operations.

(f) Developing policies and procedural guidance through the combatant commanders, in collaboration with the DOD components, US Government (USG) border

clearance activities, and foreign governments, to ensure efficiency and uniformity in the implementation of the DOD Military Customs and Border Clearance Program.

d. **USTRANSCOM TCCs** described below and shown in Figure II-1 achieve optimum intermodal capability through integration of common-user transportation systems and resources. Transportation assets remain under the administrative control of the respective Service component commanders. The TCCs continue to perform Service-unique missions, Service-oriented and common-user procurement, training, and maintenance scheduling.

(1) **Air Mobility Command (AMC).** AMC is a major command of the US Air Force. As a transportation component of USTRANSCOM, AMC provides common-user air mobility and aeromedical evacuation transportation services to deploy, employ, sustain, and redeploy US forces on a global basis. Additionally, AMC is the single port manager (SPM) of common-user aerial ports of embarkation (APOEs) and/or aerial ports of debarkation (APODs).

(2) **Military Sealift Command (MSC).** MSC is a major command of the US Navy. As a transportation component of USTRANSCOM, MSC provides common-user and exclusive use sealift transportation services to deploy, employ, sustain, and redeploy US forces on a global basis.

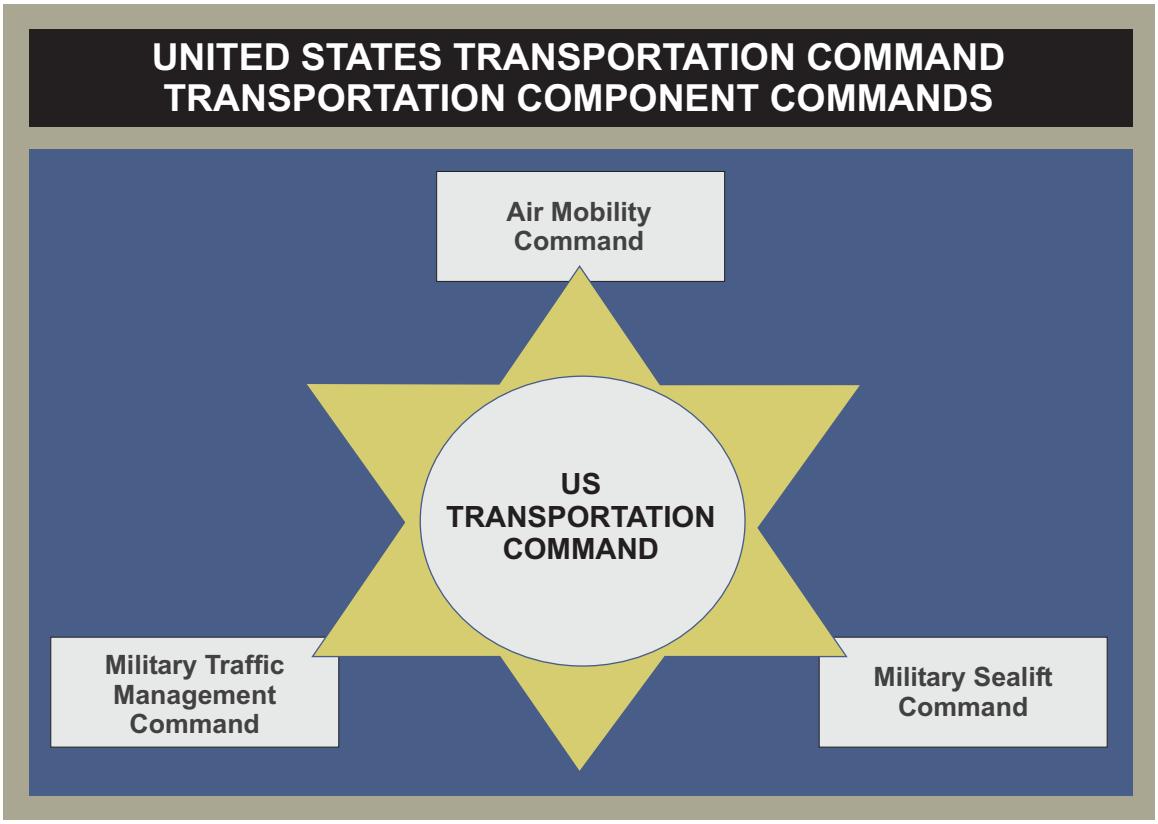

Figure II-1. United States Transportation Command Transportation Component Commands

(3) **Military Traffic Management Command (MTMC).** MTMC is a major command of the US Army. As a transportation component of USTRANSCOM, MTMC is the CONUS transportation manager and provides worldwide common-use ocean terminal services and traffic management services to deploy, employ, sustain, and redeploy US forces on a global basis. These services also include the use of common-user sealift through the Voluntary Intermodal Sealift Agreement (VISA) program. MTMC also conducts transportation engineering to ensure deployability and feasibility of present and future deployment assets. Additionally, MTMC is the seaport manager under the SPM concept for all common-user seaports of embarkation (SPOEs) and/or seaports of debarkation (SPODs). When designated (e.g., using stevedoring services contracts or host-nation support (HNS)), MTMC will also serve as the port operator. MTMC's Transportation Engineering Agency (MTMCTEA) provides deployment engineering, research, and analytical expertise to improve the deployability of the Armed Forces of the United States. MTMCTEA executes surface transportation engineering policy matters assigned by the Office of the Secretary of Defense on behalf of USTRANSCOM and MTMC headquarters (HQ). MTMCTEA also provides a focal point for developing DTS-related modeling and simulation tools. MTMCTEA's primary functions are:

(a) Execute the highway, railroads, and ports for national defense programs;

(b) Conduct force deployability, transportation infrastructure, and operations and/or exercise analyses;

(c) Assess the capability of power projection platforms and seaports to meet deployment requirements;

(d) Ensure that the transportability design influence, criteria, and critical movement considerations are integrated in the DOD acquisition process;

(e) Formulate movement procedures for existing and future material;

TRANSPORTATION PREPAREDNESS: MILITARY TRAFFIC MANAGEMENT COMMAND

Military Traffic Management Command (MTMC) readiness for Operations DESERT SHIELD and DESERT STORM was shown in the early loading in the continental United States of the 24th Infantry Division (Mechanized) through Savannah, Georgia, the 101st Airborne Division (Air Assault) through Jacksonville, Florida, and the XVIII Airborne Corps through Wilmington, North Carolina. MTMC also demonstrated expertise by rapidly loading VII Corps through European ports on short notice and during severe weather. MTMC's Reservists, including 200 volunteers in August, were crucial to efficient operations and performed very well. These volunteers supervised the loading of early deployers until other Reservists were available.

SOURCE: Final Report to Congress
***Conduct of the Persian Gulf War*, April 1992**

(f) Develop deployability analysis techniques and transportation models and simulations; and

(g) Manage the acquisition and distribution of authoritative transportation data in support of deployment requirements.

e. **Geographic Combatant Commanders**

(1) **General.** Geographic combatant commanders, in coordination with Commander, USTRANSCOM and other supporting commanders, are responsible for the deployment of assigned forces from origin to destination.

(2) **Plan Development.** In response to taskings by the Chairman of the Joint Chiefs of Staff, geographic combatant commanders develop a CONOPS using the forces and assumptions made available for planning in the JSCP. Subordinate component commanders then determine their specific force requirements, logistic requirements, and personnel replacements with recommended time phasing. Supported and supporting commanders' planners integrate component requirements and develop the TPFDD, which identifies force requirements to support a particular OPLAN and provides routing data from origin to destination. Movement requirements are analyzed to determine transportation feasibility using available assets apportioned in the CJCSI 3110.11 series, *Mobility Supplement to Joint Strategic Capabilities Plan*. After final refinement, the total requirement becomes part of the JOPES database.

(3) **Joint Movement Center (JMC).** An effective theater movement control option recommended to geographic combatant commanders is the establishment of a JMC. The JMC is responsible for coordinating the employment of all modes of theater transportation (including that which is provided by allies, coalition partners, or the HN) to support the theater CONOPS. The JMC should also be the single coordinator of strategic movements between the combatant commander and USTRANSCOM and should oversee the execution of theater transportation priorities.

For additional information on the JMC and theater movement control, refer to JP 4-01.3, Joint Tactics, Techniques, and Procedures for Movement Control.

(4) **Theater-Joint Transportation Board (T-JTB).** Because transportation is a critical asset in any operation requiring the movement of military forces, combatant commands need the ability to allocate available transportation resources rapidly. To react immediately during an emergency or war, procedures should be established during peacetime by each command. Therefore, combatant commanders should establish a T-JTB to address transportation issues within their command, such as allocating apportioned transportation among components for unit movement, non-unit movement, and resupply. This action should be initiated as close to the beginning of a deployment as possible in order to preclude confusion, backlogs, and deconflict commercial competition, US military, and other demands on in-theater transportation assets.

f. **Military Departments and Defense Agencies**

(1) The Military Departments retain the responsibility for organizing, training, equipping, and providing the logistic support (including Service-unique transportation) of their respective forces. These forces and other Defense Agencies must depend on common-user military transportation services. In this role, the Army, Navy (including US Coast Guard when appropriate), Air Force, Marine Corps, DLA, and other Defense Agencies are all generically called "shipper services." Each Service is responsible for establishing transportation policy for the movement of equipment and supplies funded by the applicable shipper service and for administrative support and performance of transportation operations assigned by combatant commanders at either their local shipping installations or throughout the theater. They are also responsible for maintaining trained personnel that can participate in joint planning and provide JOPES inputs.

(2) The US Army Corps of Engineers District Engineers, subject to Department of Transportation Emergency Organization (DOTEO) policy direction, perform waterway rehabilitation and construction throughout the United States. Except for the Tennessee River System and the St. Lawrence Seaway System, the US Army Corps of Engineers supplies damage assessment data to both the National Resource Analysis Center and DOTEO.

(3) DLA provides worldwide logistic support to the Military Services, combatant commands, other DOD components, Federal agencies, foreign governments, and international organizations.

(4) National Imagery and Mapping Agency provides standard and tailored imagery, imagery intelligence, and geospatial information and services to DOD and other Federal organizations. Distribution of standard geospatial products is accomplished by DLA.

(5) DISA, in conjunction with the DOD CIO, provides for planning, developing and supporting command, control, communications, and computers (C4), and information systems that serve the needs of the President and Secretary of Defense. It provides guidance and support on technical and operational C4I issues affecting the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff and the Joint Staff, the combatant commands, and the Defense Agencies. It ensures the interoperability of the GCCS, the Defense Information System Network, theater and tactical C2 systems, North Atlantic Treaty Organization (NATO) and/or allied command, control, and communications systems, and those national and/or international commercial systems that affect the Defense Information Systems Agency mission. It supports national security emergency preparedness telecommunications functions of the National Communications System.

(6) Defense Intelligence Agency (DIA). The DIA provides transportation intelligence to USTRANSCOM and other DOD commands and agencies during the planning and conduct of military operations.

4. Department of Transportation

See Figure II-2.

a. **General.** Under the National Plan for Emergency Preparedness (Executive Order 12656), the Secretary of Transportation (SECTRANS) leads the Federal transportation community. During national defense emergencies, the SECTRANS **has a wide range of delegated responsibilities, including executive management of the Nation's transportation resources to meet essential military transportation needs**.

(1) The Office of Emergency Transportation (OET) is the SECTRANS's peacetime staff element responsible for emergency transportation planning. During a national defense-related emergency, the SECTRANS will establish a DOTEO.

(2) When activated, the DOTEO will be responsible for the executive management of civil transportation resources. Prior to a national defense-related emergency, the SECTRANS would exercise the delegated Defense Production Act Priority and Allocation authorities to provide DOD civil transportation priority service before and during mobilization. Under national defense emergency conditions, the SECTRANS will govern the priority use of all civil transportation and the allocation of its capacity to meet essential civil and military needs. Federal transportation agencies will carry out their plans in compliance with SECTRANS policy.

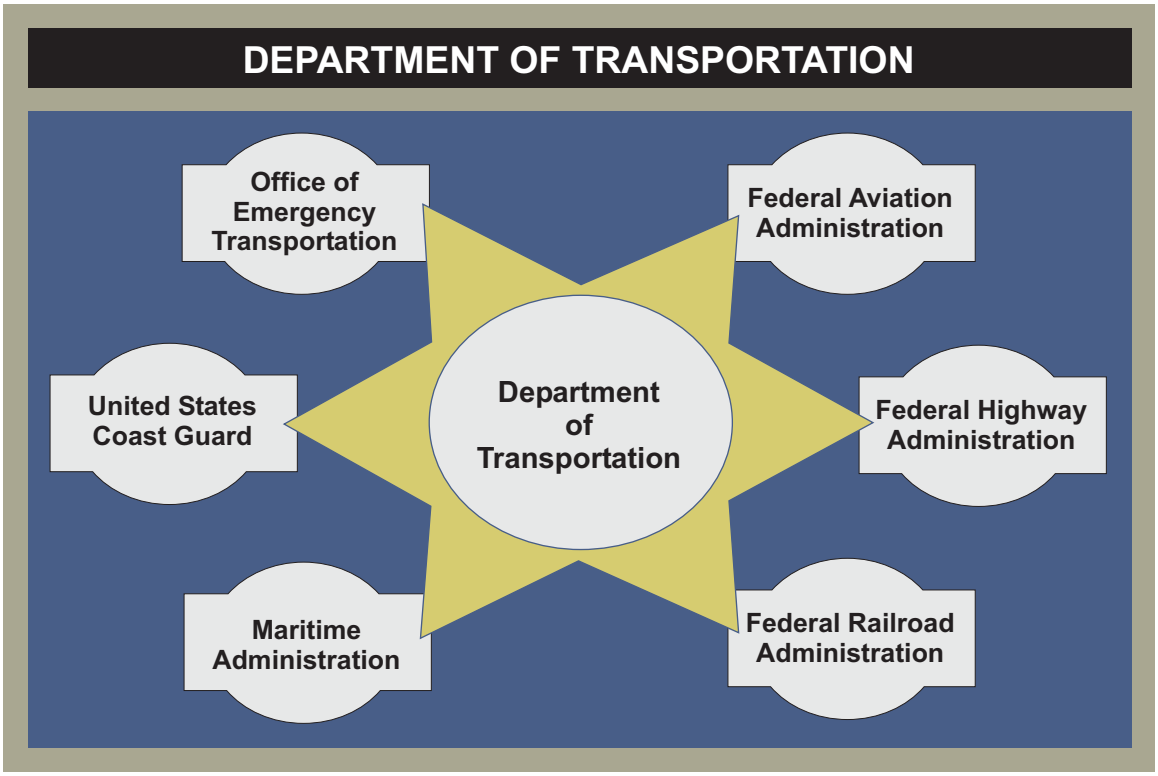

Figure II-2. Department of Transportation

b. **Federal Aviation Administration (FAA).** The FAA is responsible for the following:

(1) Operating national airspace systems and civil air or general aviation transportation facilities, including air traffic control.

(2) Administrating the War Air Service Program (WASP) to maintain essential civil and air service during times of national emergency.

(3) Providing priority service orders to support DOD requirements, subject to Department of Transportation (DOT) OET approval.

(4) Administering Chapter 443 "Aviation War Risk" insurance program for civil reserve air fleet (CRAF) carriers.

c. **Federal Highway Administration (FHWA).** The FHWA is responsible for administering the Federal-aid highway program. Financial assistance for the construction and improvement of transportation facilities (highways and transit) is made available to state transportation agencies and local governments through several programs, usually by legislative formulas. Individual projects are planned and developed by the state and local governments in accordance with procedures and regulations established by the FHWA, which oversees the program through field offices in each state. The FHWA works closely with MTMC to address defense-related transportation requirements. FHWA, in coordination with the state highway departments, has developed an emergency highway traffic regulation plan. The program becomes operational at the direction of the Federal transportation officials.

d. **Federal Railroad Administration (FRA).** The FRA consolidates government support of rail transportation activities, provides national rail policy, administers and enforces rail safety laws and regulations, administers financial assistance programs for railroads, and conducts research and development in support of inter-city ground transportation and future requirements for rail transportation. The FRA also provides Federal overview of all Amtrak passenger service.

e. **Maritime Administration (MARAD).** MARAD has primary federal responsibility for ensuring the availability of efficient water transportation service to American shippers and consumers. MARAD seeks to ensure that the United States enjoys adequate shipbuilding and repair service, efficient CONUS ports, effective intermodal water and land transportation systems, and reserve shipping capacity in time of national emergency. MARAD administers federal laws and programs designed to support and maintain a US merchant marine capable of meeting the Nation's shipping needs for both domestic and foreign commerce and national security. MARAD advances the capabilities of the maritime industry to provide total logistic support (port, intermodal, ocean shipping, and training) to the military Services during war or national emergencies through the following:

(1) In accordance with DOD readiness criteria, maintaining an active Ready Reserve Force (RRF) fleet of strategic sealift, which is a component of the inactive National Defense Reserve Fleet (NDRF), to support emergency and national security sealift needs;

(2) Administer funding for the maintenance of the RRF and NDRF.

(3) Administering the Maritime Security Program and the priorities and allocations of the VISA;

(4) Acquiring US flag, US-owned, and other militarily useful merchant ships in accordance with appropriate authorities from the Merchant Marine Act of 1936 and the Emergency Foreign Vessels Acquisition Act of 1954;

(5) Ensuring readiness preparation and coordination of commercial strategic ports for mobilization through the National Port Readiness Network;

(6) Administering the Vessel War Risk Insurance Program (Title 12, Merchant Marine Act of 1936); and

(7) Sponsoring merchant mariner training programs for both licensed and unlicensed seamen and ensuring reemployment rights for merchant marines who crew sealift vessels during a sealift crisis.

f. **US Coast Guard.** The US Coast Guard is the primary US maritime agency for waterway safety and security. Port safety responsibilities include the establishment, certification, and supervision of ammunition loading operations and port capability. Upon declaration of war or Presidential direction, the Coast Guard comes under the operational control of the Department of the Navy for port safety and port security responsibilities in both CONUS and OCONUS. To ensure the safety and security of CONUS strategic seaports, the Coast Guard chairs the Port Readiness Committee and conducts port readiness exercises. The Coast Guard's role in documenting additional Merchant Mariners to serve expanded defense shipping needs is integral to the mobilization process.

5. Other Federal Agencies

a. **Department of Energy (DOE).** The DOE ensures crude oil, petroleum products, solid fuels, natural gas, and gaseous liquids are available and regulates their movement through petroleum and gas pipeline facilities.

b. **Department of the Interior (DOI).** The DOI, through the Tennessee Valley Authority and in concert with the US Army Corps of Engineers, keeps the Tennessee River System navigable.

c. **Department of Health and Human Services (DHHS).** The DHHS has responsibility for receiving, processing, and relocating noncombatant evacuees.

d. **Department of State (DOS).** The DOS is responsible for the operation of the noncombatant evacuation program. DOS also coordinates OCONUS overflight rights, diplomatic clearances, and visa and/or passport requirements.

TRANSPORTATION READINESS: BASES AND PORTS

During the Persian Gulf War, bases to provide refueling and other support to air and sea transport were available in Portugal, Spain, Germany, Italy, the United Kingdom, France, Greece, Egypt, and Turkey. Many of these facilities, such as Rota, Spain, were made available on very short notice — sometimes only a few hours. While availability of such bases became routine as the crisis lengthened, it is worth noting that availability in the crucial first days for the DESERT SHIELD deployment required rapid decisions by all governments involved. Many governments had not yet publicly declared their support for US initiatives and were unsure of the temper of their constituents with respect to the crisis. Nevertheless, rights were made available when the deployment began, in part owed to previous US security relations with these states, including security assistance programs, and the quick actions of State Department officials.

SOURCE: Final Report to Congress, *Conduct of the Persian Gulf War,* April 1992

e. **US Postal Service (USPS).** The USPS is an independent establishment of the Executive Branch and maintains movement of essential military mail, including small class IX parts.

f. **National Oceanic and Atmospheric Administration (NOAA).** The NOAA provides aeronautical data and environmental weather services.

g. **General Services Administration (GSA).** GSA manages government property and records, including construction and operation of buildings, procurement and distribution of supplies, and transportation programs such as the city-pairs airline and small package domestic express service contract program.

h. **US Customs Service.** The US Customs Service maintains surveillance of commercial and military terminal for illegal goods and for the improper transfer of US Munitions List items.

i. **US Department of Agriculture.** USDA maintains surveillance of agricultural products entering the United States through DTS terminals. It ensures that military equipment returning to CONUS is free from organisms that could infect and adversely impact the US agriculture and forestry industries.

j. **Federal Emergency Management Agency (FEMA).** FEMA is responsible for preparedness for, response to, and recovery from disasters within the United States or US territories.

k. **The Office of Foreign Disaster Assistance (OFDA).** OFDA, within the Bureau of Humanitarian Response in the United States Agency for International Development, has primary responsibility for the US response in foreign humanitarian assistance (FHA) operations. OFDA's responsibilities include organizing and coordinating the total USG FHA response to a disaster,

performing needs assessment, and initiating procurement of necessary supplies, services, and transportation. OFDA also funds selected relief activities performed by nongovernmental organizations and international organizations OCONUS and its possessions and territories.

l. **Federal Agencies Dealing with Hazardous Materials and Wastes.** Federal agencies with which the DTS should interface for the use, storage, and movement of hazardous material and dangerous cargo include the following:

(1) US Environmental Protection Agency;

(2) US Department of Labor-Occupational Safety and Health Administration;

(3) Defense Reutilization and Marketing Service;

(4) National Defense Center for Environmental Excellence;

(5) US Army Environmental Center; and

(6) US DOT-Research and Special Programs Administration.

6. State and Local Transportation Organizations

These organizations consist of levels of government that have responsibility for highway, water (including inland waterway), rail, motor carrier, or air transportation.

a. Emergency highway traffic regulations are primarily the responsibility of State highway departments operating under the general supervision and guidance of the regional offices of the FHWA.

b. State and local governments are responsible for the emergency use of in-transit transportation resources, subject to federal policies and national control systems.

c. State and local governments will comply with federal control measures to ensure that essential interstate and international movements are not unduly interrupted.

d. These agencies own nearly all public roads and streets (including the interstate system) and are responsible for construction, maintenance, operation, and enforcement of traffic laws. DOD policy stipulates no DOD movement exceeding the legal limitations or regulations of state, local, or toll authorities will occur without proper notification and approval.

7. Civil Carriers

Within the civil transportation community exists significant capacity to augment DOD and other federal resources. For example, programs such as CRAF and VISA make up a significant portion of US wartime lift capability. Accordingly, the relationship between the civil sector and

federal transportation agencies should be a strong one. Organizations and associations such as the National Defense Transportation Association provide common forums to discuss and endorse programs to promote transportation preparedness and cooperation in peace or war.

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CHAPTER III
TRANSPORTATION RESOURCES

"Mobility is the true test of a supply system."

Captain Sir Basil Liddell Hart
***Thoughts On War*, 1944**

1. Purpose

This chapter describes the types of transportation resources available to the Department of Defense and explains how these resources are used, activated, and augmented across the range of military operations.

2. Air Mobility Resources

See Figure III-1.

a. **Air Mobility Command. As a transportation component command of USTRANSCOM**, AMC is the designated lead major command for Air Force air mobility issues

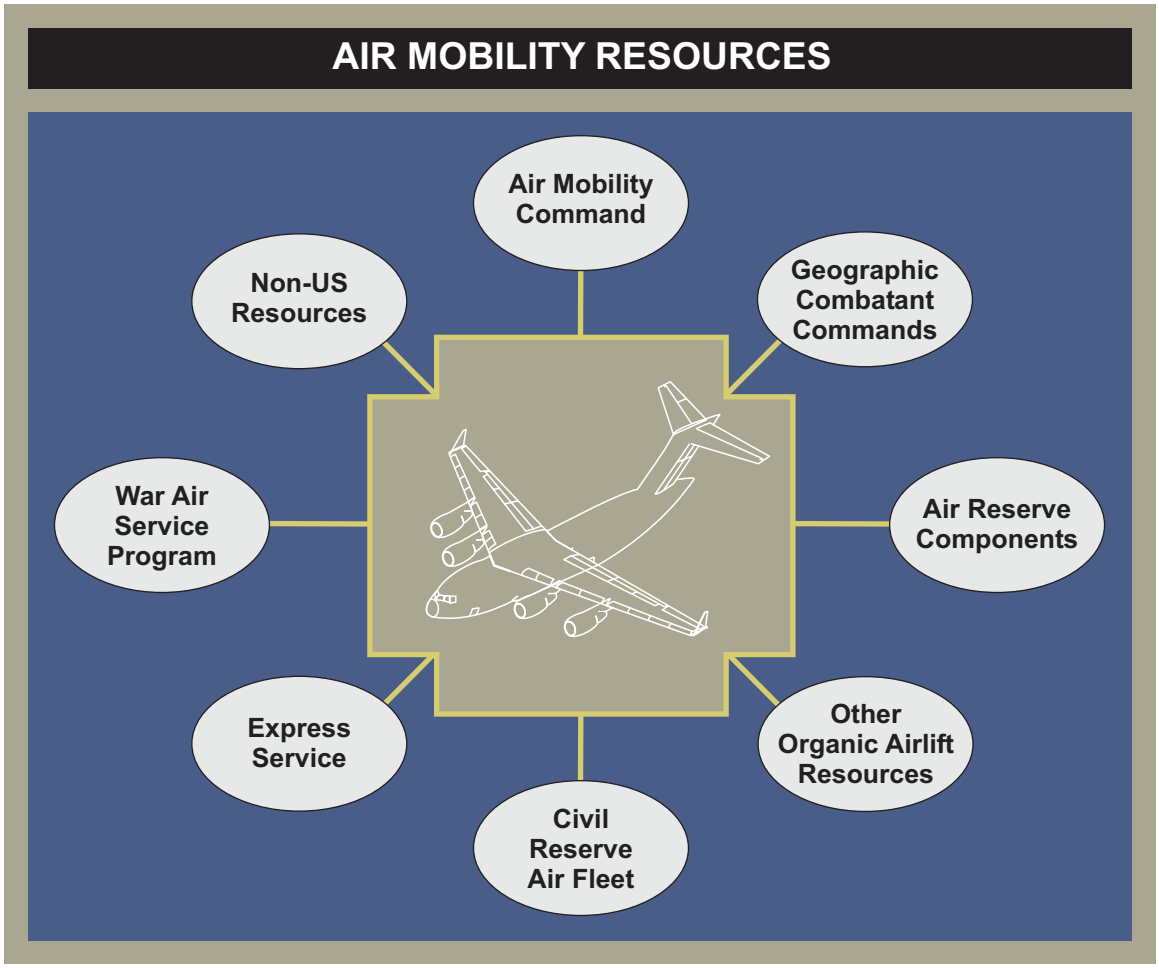

Figure III-1. Air Mobility Resources

and standards and is responsible for all CONUS-based common-user airlift service air mobility assets. AMC is responsible for maintaining international air tenders and the Worldwide Express (WWX) small parcel contract. AMC C-5, C-17, C-130, C-141, KC-10, and KC-135 aircraft are stationed in CONUS and operate through a combination of active, Air Force Reserve, and Air National Guard resources (when mobilized) to provide common-user air mobility under the COCOM of the Commander, USTRANSCOM. Additionally, AMC trains, equips, and operates CONUS-gained C-130s, C-9s, and operational support airlift (OSA) air mobility assets until they are assigned or attached to a geographic combatant commander. During a contingency or major operation, a number of these shorter-range air frames would normally be attached to a geographic combatant commander to create or supplement the theater air mobility capability. AMC air mobility forces conduct both intertheater and intratheater common-user operations. Under certain conditions, AMC longer-range aircraft may be temporarily attached to a geographic combatant commander (even if only on a mission-by-mission basis) to provide additional theater capability.

b. **Geographic Combatant Commands.** Air mobility forces assigned or attached to geographic combatant commanders are under the COCOM or operational control (OPCON) of the geographic combatant commander respectively. These forces could include C-130s, C-9s, or OSA aircraft such as C-21s or C-12s. The inventory of these aircraft is dependent on documented wartime requirements validated annually by the Chairman of the Joint Chiefs of Staff.

c. **Air Reserve Components (ARCs).** Air Force Reserve and Air National Guard units operating C-5, C-17, C-141, KC-10, most KC-135, and most C-130 aircraft mobilize under AMC. Air National Guard forces are normally under the peacetime C2 of the states' governors. Combatant commanders exercise OPCON of ARC forces (less intertheater mobility forces assigned to USTRANSCOM) on active duty for either training or performing inactive-duty training within their geographic AORs (except in CONUS, Hawaii, Alaska, Puerto Rico, or US

Air mobility resources are vital to the rapid movement of personnel and cargo.

territories), or participating anywhere in military operations or joint training under their jurisdiction. As a matter of DOD policy, combatant commanders may exercise training and readiness oversight authority for assigned ARC forces when not on active duty or when on active duty for training. Combatant commanders exercise COCOM over assigned ARC forces only when they are mobilized or ordered to active duty. To facilitate training, ARC units allocate aircraft and aircrews to AMC in peacetime for short-term missions. They provide logistic air mobility support between CONUS and the theaters, participate in CJCS exercises, and provide rotational capabilities for theater requirements. The ARC also provides considerable OSA capability to the combatant commanders and Services.

d. **Operational Support Airlift.** OSA is a special classification of operations to provide for the timely movement of limited numbers of priority personnel and cargo during wartime, as well as peacetime training for pilots and priority airlift for key decision makers. OSA operations tend to be conducted by smaller-sized business type airframes. While OSA operations are normally conducted in support of the assigned organization's organic requirements, OSA assets may be used to reduce extraordinary workload demands on the air mobility system. USTRANSCOM is responsible for the scheduling and tasking of OSA operations regarding CONUS-based assets while the Services validate OSA requests. Geographic combatant commanders with their own OSA fleets are responsible for scheduling and execution tasking of OSA operations within their AORs.

e. **Service Organic Air Mobility Resources.** Service organic air mobility forces are those assets that are an integral part of a specific Service, component, or major command and primarily support the requirements of the organization to which they are assigned. Air mobility planners should coordinate the use of excess Service organic mobility assets made available for common-user missions.

f. **Civil Reserve Air Fleet.** CRAF is designed to augment DOD capability in time of war or during a President-declared emergency, both with contractually committed US civil aircraft, aircrews, and support structure when requirements exceed DOD air mobility capability and voluntary support is either insufficient or unavailable. CRAF aircraft are not designed to carry most oversized and outsized cargo. Additionally, these aircraft may require special handling and loading equipment.

(1) CRAF is comprised of three segments: the international segment, the national segment, and the aeromedical segment (Figure III-2).

(a) **International Segment.** This segment consists of long-range and short-range sections. The long-range section provides the largest capability with passenger and cargo aircraft. Aircraft must be extended-range capable (over water). The short-range section supports near offshore operations with both passenger and cargo aircraft.

(b) **National Segment.** This segment consists of the domestic services and Alaska sections. The domestic services section provides passenger and cargo aircraft for domestic-only

service using regional US air carriers with at least 75 seats (30,000 lbs. allowable cabin load) and a cargo capability of at least 32,000 lbs. The domestic services section is used in CRAF Stages II and III (see below). The Alaska section provides cargo aircraft support to Alaska in CRAF Stages II and III.

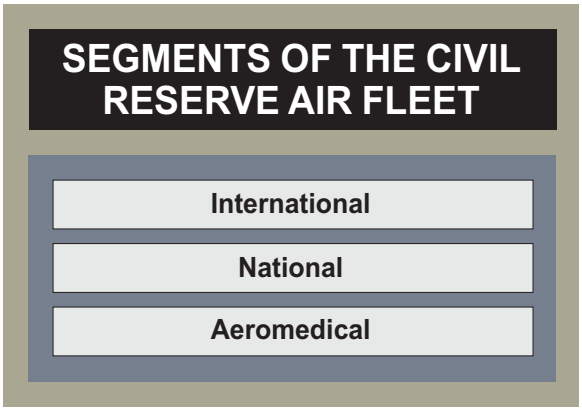

Figure III-2. Segments of the Civil Reserve Air Fleet

(c) **Aeromedical Segment.** The aeromedical segment consists of reconfigured Boeing 767 aircraft, which will be used to evacuate critical casualties from the operational area. In addition, these aircraft will be used to move medical supplies and aeromedical evacuation crews to theater, thus permitting other aircraft to maximize the cargo flow. The aeromedical segment is used in CRAF Stages II and III.

(2) With the approval of the Secretary of Defense, the Commander, USTRANSCOM activates CRAF in response to defense-oriented situations (up to and including a declared national emergency or war) to satisfy DOD airlift requirements. The activation of the CRAF can be tailored to meet varying levels of defense air mobility requirements. The CRAF can be activated all at once or incrementally by type of capability needed (passenger, cargo, aeromedical, etc.) and amount of capacity needed. Although AMC assumes mission control of CRAF airlift assets during activation, individual CRAF carriers retain OPCON of their own assets. In this way, the US military gains use of civil aircraft and aircrews and access to their en route support structure. The three stages of CRAF organized to meet the varying levels of defense airlift requirements are as follows.

(a) **CRAF Stage I, "Committed Expansion."** This stage involves DOD use of civil air resources that air carriers will furnish to DOD to support substantially expanded peacetime military airlift requirements. This stage supports minor regional crises or small-scale contingencies.

(b) **CRAF Stage II, "Defense Airlift Emergency."** This stage involves DOD use of civil air resources that the air carriers will furnish to DOD in time of a defense airlift emergency. This stage supports major regional conflicts or a major theater war.

(c) **CRAF Stage III, "National Emergency."** This stage involves use of civil air resources owned by a US entity or citizen that the air carriers will furnish to DOD in time of declared national defense-oriented emergency or war, or when otherwise necessary for the national defense. This stage supports multiple theaters of war and national mobilization.

For additional information on CRAF and its activation stages, see JP 3-17, Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations.

The CRAF is used to augment military air mobility capabilities in times of national emergency.

g. **War Air Service Program.** WASP is the program designed to provide for the maintenance of essential civil air routes and services, and to provide for the distribution and redistribution of air carrier aircraft among civil air transport carriers after withdrawal of aircraft allocated to CRAF.

h. **Non-US Resources.** Airlift capacity could also be available from foreign flag carriers as a result of existing agreements or the nature of the scenario. Regardless, use of any foreign carrier is subject to DOD policy considerations and the Fly America Act. Further, any foreign company used for charter air transport of US military passengers and cargo must meet FAA safety standards or equivalent and be surveyed by the DOD Air Carrier Survey and Analysis Office (HQ AMC) and approved by the DOD Commercial Airlift Review Board.

3. Sealift Resources

Shipping resources can be classified as belonging to three separate pools of resources: USG, US flag, and foreign flag assets.

a. **USG assets** can be found in both DOD and DOT. In DOD, the MSC is the primary provider and operator of sealift resources. In the DOT, MARAD is the primary provider of sealift resources.

(1) **The MSC.** As a component command of USTRANSCOM, MSC provides common-user sealift across the range of military operations. MSC adjusts and controls the total number of ships under its COCOM to meet demand. Under normal peacetime conditions, the

MSC force consists of government-owned ships as well as privately-owned ships under charter to MSC. When demand increases, MSC can expand its fleet by acquiring additional sealift from a variety of resources and through a number of different acquisition programs. MSC resources available to the DTS beyond MSC's active peacetime fleet are fast sealift ships (FSS), large, medium speed roll-on/roll-off (LMSR) ships, and pre-positioned ships.

(a) **FSS.** Eight government-owned roll-on/roll-off (RO/RO) ships are lay berthed on the US East and Gulf Coasts. These ships are capable of carrying 150,000 square feet of Army, combat, combat support, or combat service support equipment at a speed of 27 knots.

(b) **LMSR Ships.** Eight LMSR ships carry two Army heavy brigades pre-positioned afloat, and 11 LMSR ships will be lay berthed in CONUS to deploy Army equipment. These ships can maintain a speed of 24 knots.

(c) **Pre-positioned Ships.** MSC has a large fleet of pre-positioned ships that can be used for common-user sealift once they discharge their cargo. Details on this fleet can be found in paragraph 7 of this chapter.

(2) **The Maritime Administration.** MARAD is the DOT agency responsible for administering federal laws and programs designed to support and maintain a US merchant marine capable of meeting the Nation's needs. It is responsible for the management of the NDRF. A key component of the NDRF is the RRF, which is maintained by MARAD. MARAD is also a key organization in the processes for acquiring shipping once the voluntary charter market is no longer responsive.

(3) **The RRF** consists of commercial or former military vessels of high military utility including RO/RO, sea barge, lighter aboard ship (LASH), container, tanker, crane, and breakbulk ships. Some of these vessels have had their military capabilities enhanced with the addition of systems such as the modular cargo delivery system and the offshore petroleum discharge system (OPDS). MARAD maintains these vessels in 4-, 5-, 10- or 20-day readiness status.

b. **The US Flag Fleet.** Ships from the US flag fleet are routinely chartered by MSC to meet government shipping demands. Shipping contracts are also negotiated for government cargo that does not have to move on dedicated shipping. When an expansion of government requirements occurs such that voluntary US and foreign flag charters no longer meet requirements, it is the US flag fleet that is expected to respond to meet the requirements. There are three acquisition processes, not counting voluntary chartering, available for DOD acquisition of additional US flag shipping. They are the VISA, the voluntary tanker agreement (VTA), and requisitioning.

(1) **The VISA.** VISA is the primary sealift mobilization program. It is an intermodal capacity-oriented program vice a ship-by-ship oriented program. All major US flag carriers are enrolled in VISA. This constitutes more than 90 percent of the US flag dry cargo fleet. The worldwide intermodal system provided by these carriers provides extensive and flexible capabilities to the Department of Defense. The types of ships enrolled in the VISA program

includes containerships, RO/RO ships, LASH vessels, combination RO/RO and containerships, heavylift ships, breakbulk ships, and tugs and barges.

(a) VISA is activated upon approval of the Secretary of Defense. Stage I will be activated by the Commander, USTRANSCOM, with the approval of the Secretary of Defense, when voluntary capacity commitments are insufficient to meet DOD requirements. Stage II will be activated when contingency requirements exceed Stage I. Stage III requires the Secretary of Transportation to allocate capacity based on DOD requirements.

(b) A joint planning advisory group (JPAG) is central to the successful implementation of VISA and is comprised of representatives from USTRANSCOM, MTMC, MSC, DLA, MARAD, and intermodal industrial transportation representatives. The JPAG provides USTRANSCOM and its components with recommendations as how to best resolve critical transportation issues during periods of heavy demand or crisis.

(2) **The VTA.** The VTA is a method of acquiring additional petroleum product carriers once the commercial market is no longer responsive. It is a cooperative effort by industry and government to meet military requirements for product tankers. It is activated by MARAD at the request of the Secretary of Defense.

(3) **Liner Service.** MTMC, a component of USTRANSCOM, arranges for common-user ocean services by either establishing new contracts or utilizing existing contracts with commercial carriers offering liner service on scheduled trade routes. The liner service established by these contracts may be for container or break bulk service responding to either unit or sustainment requirements.

(4) **Requisitioning.** The last resort for acquisition of shipping is requisitioning. US flag ships may be requisitioned under the authority of Section 902 of the Merchant Marine Act of 1936 (46 US Code (USC) 1242).

c. **Foreign Flag Ships.** When US flag ships are unavailable, foreign flag ships can be acquired for DOD use through three different methods: voluntary charter, allied shipping agreements, and requisitioning of effective US control shipping.

(1) **Voluntary Charter.** During peacetime, MSC will charter foreign flag ships whenever US flag ships are unavailable. This ability allows MSC to enter the foreign charter market and quickly expand its fleet whenever the need arises.

(2) **Allied Shipping Agreements.** Allied shipping agreements, arranging for vessels received through allied nations, can either be pre-negotiated and in existence or they can be drawn up on an emergency basis as the need arises.

(3) **Effective United States-Controlled Ships (EUSCS).** EUSCS are ships owned by US citizens or companies that are registered in countries that have no prohibition on requisitioning of these vessels by the United States. These ships may be requisitioned by the

United States under authority of Section 902, Merchant Marine Act of 1936 (title 46, USC, section 1242).

4. Land Resources

a. **Military Traffic Management Command.** MTMC, a component command of USTRANSCOM, maintains transportation agreements and all commercial carrier costing information necessary to move shipments within CONUS via surface transportation. This includes approving commercial carriers to conduct business with the Department of Defense; evaluating carrier performance; and maintaining carrier tender information. MTMC obtains rates from commercial carriers in three primary ways: voluntary tender process; guaranteed traffic solicitations; and one-time only rate negotiations. The voluntary tender process allows DOD-approved carriers to submit rates to MTMC at any time and for any type of move. Guaranteed traffic solicitations are similar to the voluntary tender process, but are used primarily to accommodate volume moves where a consistent group of carriers are required. Finally, one-time only negotiations are performed to obtain rates for specialized moves that are not compatible with voluntary tenders or of an insufficient volume to necessitate a guaranteed traffic agreement. MTMC primarily negotiates one-time only rates for rail, barge, unit moves, and shipments with unique requirements.

b. **Defense Freight Railway Interchange Fleet (DFRIF).** MTMC owns and manages the DFRIF. The DFRIF was established by DOD directive and is composed of all cars purchased by, or in-leased on behalf of, any branch of the armed forces for use in interchange service; that is, loaded movement by commercial railroads throughout North America. The DFRIF is different

The specialized flat railway cars of the Defense Freight Railway Interchange Fleet are deployable service assets under the control of USTRANSCOM.

from the railroad cars that are owned by the individual Services for installation support, principally at ammunition plants, shipyards, and ports. Unlike these cars, DFRIF cars must be constructed to railroad-approved designs, registered with the railroads, and maintained in accordance with railroad rules and federal regulations. The DFRIF is managed as a separate Transportation Working Capital Fund account. The principal revenue source is in payments that the railroads make, in varying amounts depending on the type, cost, and age of a particular car, for each mile that the cars move under load. A secondary source of revenue is rentals from out-leasing; principally from freight forwarders moving foreign military sales (FMS) equipment to ports. The principal expense category is maintenance, which is performed by the railroads and by three geographically dispersed private car shops under long-term contract to DFRIF. Special purpose cars are built to a unique design to meet the needs of an individual Service; their purchase or in-lease is funded by that Service. Once they are accepted from the manufacturer, ownership and responsibility for maintenance of the cars is transferred to MTMC. The purchaser controls the use of special purpose cars, including whether MTMC may make the cars available for the use of another Service or for out-lease. The Army has the responsibility of funding the purchase of general-purpose cars, which are cars of a design suitable for use by more than one Service. MTMC controls the use of general-purpose cars. The DFRIF is currently comprised of 2,246 cars. There are 1,678 general-purpose flat cars and 375 general-purpose tank cars. Special-purpose cars included 128 flat cars, 18 tank cars, 30 boxcars, 9 refrigerator cars, 6 cabooses, and 2 "other purpose" cars. Most of the general-purpose flat cars are assigned to specific Army and Marine Corps installations to support mobilization. They are designed to carry containers and wheeled or tracked vehicles. The remaining cars are not assigned to any particular installation and are dispatched as needed to support peacetime traffic. General-purpose tank cars are all used for fuel movements and are divided into pools assigned to specific loading points.

c. **Outside CONUS**

(1) The Department of the Army (DA) is responsible for the following:

(a) Making land transportation available in overseas areas where they are the dominant user, normally under the control of a combatant commander's Army Service component commander, for the Military Services; and

(b) Coordinating all planning and requirements for the use of DOD-controlled land transportation equipment and facilities. However, commanders of overseas areas maintain control and authority over their Service-owned assets to ensure accomplishment of their mission.

(2) The Departments of the Navy and Air Force are responsible for the following:

(a) Submitting to DA peacetime requirements for common Service theater or area transportation for those theaters where the Army has been assigned common-user land transportation (CULT) responsibility (wartime CULT requirements are the combatant commanders' responsibility, and normally the joint movement center or component assigned the mission will consolidate planned wartime movement requirements of all component commands); and

(b) Providing organic land transportation support within their installations and activities. Additionally, they will arrange other land transportation service with DA or as directed by the JFC.

5. Overseas Resources

There are numerous transportation and mobility resources available to geographic combatant commanders. The type and number of sources vary by theater.

a. **Supporting and/or supported combatant commander theater requirements.** The only source of organic resources to US forces in overseas areas consists of air and surface units assigned to the geographic combatant commander for common transportation service. The Air Force and Army component commanders are normally delegated OPCON of their respective Service assets in order to meet common theater requirements.

b. **Host-Nation Support.** A frequently used means of augmenting or expanding the geographic combatant commander's transportation capability is HNS. HNS, negotiated through bilateral or multilateral agreements, provides for a nation to either accept responsibility for a particular function within its borders (e.g., APOD cargo clearance) or designate civilian and/or military resources to be used in that capacity under military control. HNS offers the geographic combatant commander a proven means to meet theater transportation requirements and offset transportation force structure shortfalls.

c. **Managing Acquisition and Cross-Servicing Agreements (ACSAs).** Negotiated on a bilateral basis usually with US allies or coalition partners and sometimes with other eligible countries, ACSAs allow for the exchange of logistic support, supplies, and services during combined exercises, training deployments, operations, and for unforeseen circumstances and contingencies. Some examples include: food, billeting, clothing, communication services, medical services, spare parts and components, training services, POL, transportation (including airlift), ammunition and, in limited cases, other items of military equipment.

(1) **Purpose of Program.**

(a) Adds flexibility in filling logistic shortfalls during exercises, contingencies, or peculiar situations.

(b) Utilizes other nation's supplies or services or provides the same to a requesting country.

(2) **Methods of Recoupment.**

(a) "Repayment in Cash" is a cash repayment for parts and/or services. Rates are based on reciprocal pricing.

(b) "Equal Value Exchange" provides for the payment via an unlike service or part but of equal cash value to what was originally provided (negotiated and agreed prior to transaction).

(c) "Replacement in Kind" provides that the user return an identical item to that which was borrowed.

(3) **Program Limitations.**

(a) ACSAs are not to be used to procure goods and services reasonably available from US commercial sources.

(b) Military-to-military exchange only.

(c) Title 10, USC mandates that all ACSA transactions are reimbursed.

(d) All transactions revert to cash if not completed within 365 days from time of service or exchange.

(e) Orders are only requests. The final decision to fulfill a request lies with the actual provider.

(f) Provider absorbs the cost until the user repays with cash, services, and/or parts.

(4) **ACSA Order Process.**

(a) ACSA implementing arrangements specify the national office for coordinating ACSA requests.

(b) The request is reviewed by the designated point of contact (POC), who sources the request to the applicable authority and provider.

(c) If agreed, ACSA POCs will coordinate with functional areas and provide instructions for the transaction and the financial procedures.

(5) **Combatant commanders may negotiate and conclude ACSAs when authorized by the Chairman of the Joint Chiefs of Staff.** The combatant commander typically negotiates ACSAs during peacetime, or the responsibility may be delegated to a combatant commander's subordinate Service component commanders. Governed by legal guidelines, ACSAs are to be used for contingencies or exercises to correct logistic deficiencies that cannot be adequately corrected by national means or when convenience and/or economies of scale are desired. The office of primary responsibility for ACSA is the combatant commander's plans directorate of a joint staff (J-5).

d. **Multinational civil transportation support organizations and structures** offer yet another source of support for geographic combatant commanders. These are most developed in the European theater where NATO has peacetime planning organizations, crisis management organizations, and other organizations that are activated during wartime.

e. **Commercial ocean carriers** under MTMC container agreements often have an existing infrastructure in developed areas that can transport containerized cargo from SPOD to designated destinations. The theater traffic manager in concert with MTMC can use these services to ease demands on military and HNS assets. In addition, the theater traffic manager must ensure the release and return of container assets under terms of the container agreement to obtain maximum system efficiency.

f. Contracted support operations can also provide additional resources to geographic combatant commanders when they are properly coordinated with intratheater transportation policies, requirements, and contingency procedures. C2 of the movement of materiel arriving in, and departing from, a theater on civilian contractor assets must be fully integrated into the commander's OPLAN to ensure that transportation requirements are met and to offset transportation force structure shortfalls. Fully integrated OPLANs should address contracted support contractual compliance with DOD policies regarding CRAF and/or VISA participation, contingency validation procedures, TPFDD procedures, ITV, and coordination of civilian operations within DTS. Proper contracted support integration will enable timely movement coordination, transportation assets validation, and required ITV of vital support requirements while easing demands on limited space requirements and essential cargo or materials handling equipment (MHE).

6. Port Operations

a. **General.** Critical components of the DTS are military and commercial ports supporting the air and maritime movement of unit and non-unit personnel, equipment, and cargo. These ports could be owned and operated by MTMC, AMC, a Service, geographic combatant commanders, or commercial or HN authorities. They may be either sophisticated fixed locations or heavily dependent on deployable mission support forces or joint logistics over-the-shore (JLOTS) assets to accomplish the mission. The significant surface and air cargo handling capabilities that exist in the Services should be used jointly rather than in isolation to maximize the throughput capability of these essential transportation modes.

b. The extensive use of containers and 463L pallets makes container handling equipment (CHE) and MHE essential elements of the DTS. Ensuring that these assets are available early allows for the efficient loading and unloading of ships and aircraft and increases the rate at which a port can be cleared. Without these assets, the DTS may come to a halt.

USTRANSCOM through MTMC is the DOD designated single port manager for all common-user seaports worldwide.

A Critical Link in the DTS

Joint logistics over-the-shore (JLOTS) are operations in which Navy and Army logistics over-the-shore (LOTS) forces conduct LOTS operations together under a joint force commander. JLOTS operations allow US strategic sealift ships to discharge through inadequate or damaged ports, or over a bare beach. JLOTS watercraft can also be used to operationally reposition units and materials within a theater.

c. **Single Port Manager.** The SPM performs those functions necessary to support the strategic flow of deploying and redeploying forces, unit equipment, and sustainment supply in the SPOEs and APOEs and hand-off to the geographic combatant commander in the SPODs and APODs. The Department of Defense uses the SPM approach for all worldwide common-use aerial and seaport operations. As outlined in the Unified Command Plan, USTRANSCOM has the mission to provide worldwide common-user aerial and seaport terminal management and may provide terminal services by contract. Thus USTRANSCOM, through AMC and MTMC, will manage common-use aerial ports and seaports for the geographic combatant commander. In areas not served by a permanent USTRANSCOM presence, USTRANSCOM will deploy an AMC air mobility squadron and/or aerial port mobile flight and tanker air mobility control element and an MTMC port management cell to manage the ports in concert with a designated port operator.

(1) **MTMC.** As USTRANSCOM's surface TCC, MTMC performs SPM functions necessary to support the strategic flow of the deploying forces' equipment and sustainment supply in the SPOE and hand-off to the geographic combatant commander in the SPOD. MTMC has port management responsibility through all phases of the theater port operations continuum, from a bare beach (e.g., JLOTS) deployment to a commercial contract fixed-port support deployment. When necessary, in areas where MTMC does not maintain a manned presence, a deployment support team will be established to direct water terminal operations, including supervising movement operations, contracts, cargo documentation, CONUS security operations, arrange for support, and the overall flow of information. As the single seaport manger, MTMC is also responsible for providing strategic deployment status information to the combatant commander and to manage the workload of the SPOD port operator based on the combatant commander's priorities and guidance. MTMC transportation groups and other MTMC units operate ports that use contracted labor. If Army stevedores are used, transportation groups assigned to the combatant commander operate the port.

The specific roles and functions of both the port manager and port operator are summarized in JP 4-01.5, Joint Tactics, Techniques, and Procedures for Transportation Terminal Operations.

(2) **AMC.** As USTRANSCOM's air TCC, AMC performs SPM functions necessary to support the strategic flow of the deploying forces' equipment and sustainment supply in the APOE and hand-off to the geographic combatant commander in the APOD. AMC has port management responsibility through all phases of the theater aerial port operations continuum, from a bare base deployment to a commercial contract fixed-port support deployment. AMC is the single aerial port manager and, where designated, operator of common-user APOEs and/or APODs.

For additional information see JP 4-01.5, Joint Tactics, Techniques, and Procedures for Transportation Terminal Operations.

7. Pre-positioning

See Figure III-3

a. DOD pre-positioned force, equipment, or supplies (PREPO) programs are both land- and sea-based. They are critical programs for reducing closure times of combat and support forces needed in the early stages of a contingency. They also contribute significantly to reducing demands on the DTS.

(1) PREPO operations require a permissive security environment. Therefore, the potential region of crisis must be identified in advance and areas for receiving, issuing, and staging PREPO must be made secure.

(2) Pre-positioned equipment requires varying degrees of preparation prior to issue to deploying forces. Equipment stored for years in climate-controlled ships and warehouses will

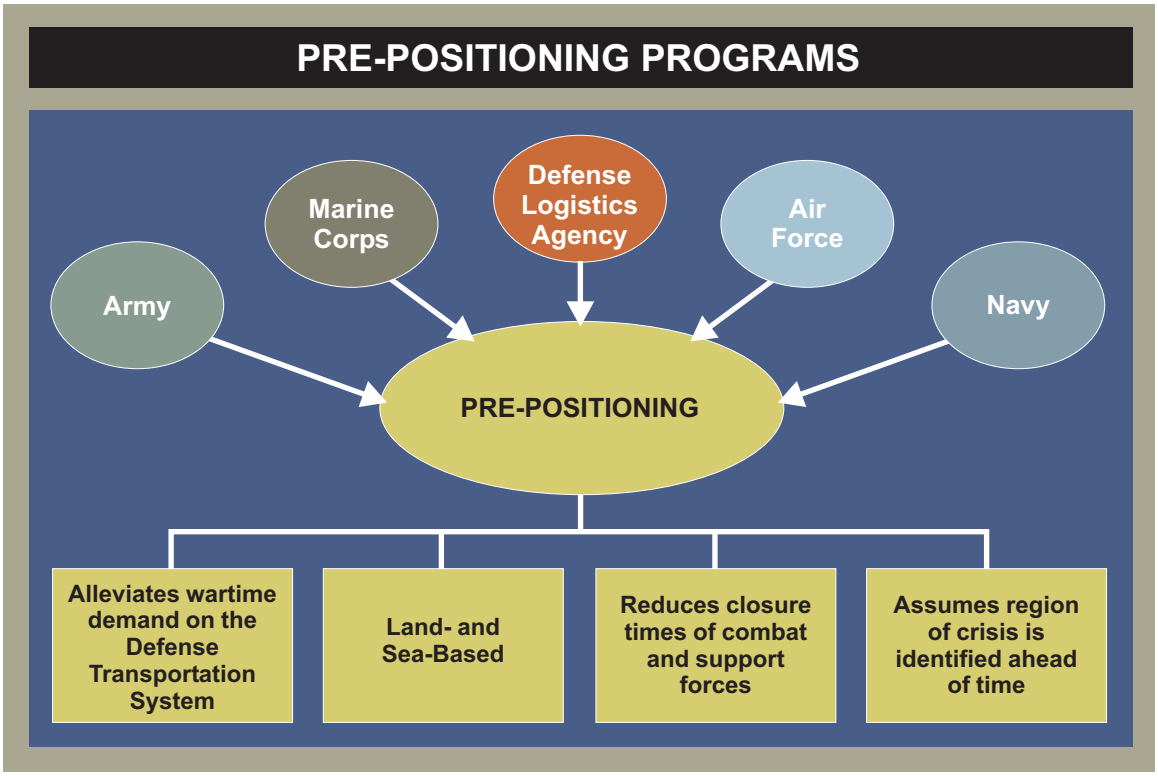

Figure III-3. Pre-positioning Programs

require depreservation, calibration, and some maintenance effort. Services dispatch advance parties to perform maintenance, offload and/or issue, and staging functions.

(3) The issue and receipt of pre-positioned materiel occurs during Phase IV of the Joint Deployment Process — joint reception, staging, onward movement, and integration (JRSOI). Planning factors for successful PREPO operations include having: a permissive security environment to receive and/or issue, stage, and move pre-positioned equipment forward; sufficient APODs to receive deploying forces; suitable real estate and transportation infrastructure to stage and onward move PREPO; and sufficient in-theater life and logistic support, force protection, and C4I. Finally, when afloat PREPO stocks are needed, sufficient SPOD facilities must be made available to receive afloat PREPO ships. Once discharged, the combatant commander can release OPCON of PREPO vessels to MSC for common-user service.

For more information on JRSOI, see JP 4-01.8, Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration.

b. The US Army and US Marine Corps pre-positioning programs consist of combat, combat support, and combat service support capabilities, to include in-stream discharge and JLOTS capabilities. Other Service and DLA PREPO programs are logistic oriented. Summaries of DOD land- and sea-based PREPO programs are as follows:

(1) **US Army.** The Army maintains the Army pre-positioned stocks (APS) program. APS has both land and sea components. APS stocks are designated as APS-1 through APS-5.

With the exception of APS-1 that consists of sustainment materiel and operational projects stored in CONUS, all other APS sets are land-based OCONUS or afloat, and possess robust combat and sustainment capabilities. APS ships are administratively loaded, while maritime pre-positioning ships are spread loaded.

(a) **Land-based APS.** The heart of the APS program is the pre-positioning of four heavy land-based combat brigades around the world. APS-2 consists of three brigades in Europe, APS-4 consists of one brigade in the Pacific, and APS-5 consists of two brigades in Southwest Asia. Combat power in each of the brigade in the Pacific and Southwest Asia includes: M1A1 main battle tanks; Bradley Fighting Vehicles; M109 self-propelled 155mm Howitzers and Multiple-Launch Rocket systems; and Stinger air defense weapons. In addition, each set has several hundred cargo, tanker, and palletized load system vehicles.

(b) **Sea-based APS.** APS-3 is stored aboard a fleet of approximately 12 vessels. APS-3 possesses the combat power of two heavy brigade sets. APS-3 also has logistic stores that can be used for sustainment of combat operations and for humanitarian relief operations. For example, it has sustainment aboard two ships to supply a corps for 30 days, and substantial class V stored separately aboard two other ships. In addition, APS-3 possesses port opening packages and JLOTS capabilities for use when seaports do not exist, are unavailable, or are insufficient. APS-3 is intended primarily to support United States Central Command and United States Pacific Command. It can perform split missions. For example, ships carrying mostly combat equipment may remain in one theater, while vessels with humanitarian supplies are supporting disaster relief operations in another theater.

(c) **Other APS.** In addition to APS-1 through APS-5, the Army stores division support unit sets in Qatar and pre-positions hospitals in Bahrain, Kuwait, South Korea, Japan, and afloat. Additional capabilities stored ashore and afloat include inland pipeline distribution systems, pre-packed airdrop for light division resupply, Ranger resupply, special operations forces equipment, mortuary affairs materiel, bridging equipment, portable Army airfields, and sustainment supplies. Finally, the Army pre-positions 36 Force Provider modules that serve as pre-packaged base camps. Each Force Provider module supports 550 soldiers.

(2) **US Marine Corps.** The Marine Corps depends heavily on afloat pre-positioning, known as the maritime pre-positioning force (MPF). MPF consists of three maritime pre-positioning ships squadrons (MPSRONs) consisting of five to six ships per squadron. MPSRONs are strategically deployed around the globe to provide critical Marine Corps combat and sustainment capability. Major end items in each MPSRON include M1A1 main battle tanks, m amphibious assault vehicles, 155mm artillery pieces, and wheeled vehicles. With the arrival of a fly-in echelon, the MPSRON offers the full range of capabilities inherent to a Marine expeditionary brigade (MEB). Each MPSRON has substantial combat service support stocks to include 30 days of sustainment for a 18,000 person MEB, bulk fuel and water storage and discharge capabilities, in-stream discharge equipment, and helicopter decks for transfer of personnel. Stocks are spread-loaded among vessels within each MPSRON, thereby eliminating the need to discharge all vessels in order to obtain required types and quantities of equipment

and cargo. The Marine Corps also maintains land-based pre-positioned assets in Norway sufficient to support a MEB for 30 days with equipment and supplies.

(3) **US Air Force.** The Air Force pre-positions equipment and supplies both afloat and on land. The primary commodity pre-positioned afloat is ammunition. On land, the Air Force pre-positions standard air munitions packages, theater ammunition stocks, and life support and flightline support complexes. A unique capability also pre-positioned by the Air Force is the bare base life support system intended for use in war, contingencies, and natural disasters. The Air Force has two variations — Harvest Falcon and Harvest Eagle. Harvest Falcon is an air transportable system composed of hard wall shelters, Tent Expandable Modular Personnel tents, and a suite of equipment designed to overcome climate and infrastructure limitations for an extended period of time. It can support up to 55,000 personnel and 822 aircraft at 15 bed-down locations in a variety of configurations. Standard prerequisites for establishing a Harvest Falcon complex are a runway, aircraft parking area, and a source of water that can be made potable. Harvest Eagle is a similar but more limited system designed for shorter periods of operation.

(4) **US Navy.** The Navy pre-positions ammunition afloat aboard one vessel. In addition, two aviation support vessels are pre-positioned for the Marine Corps; one is stationed on the East Coast of the United States, and one is stationed on the West Coast.

(5) **DLA.** DLA pre-positions bulk fuel aboard several petroleum tankers. They provide fuel support during contingencies when land-based petroleum is either unavailable or insufficient. Available for use onboard some of the tankers is the OPDS to transfer liquid petroleum from ship-to-shore. Each OPDS-outfitted ship can discharge 1.2 million gallons of fuel per day from up to 4 miles offshore. Service or HN in-shore petroleum distribution systems help complete the conveyance of petroleum from ship-to-shore and store petroleum products until transferred to tanker trucks for inland transport and distribution.

AFLOAT PRE-POSITIONING STOCKS

During Operations DESERT SHIELD and DESERT STORM, afloat pre-positioning ships sailed from forward bases in Diego Garcia to the Middle East. The war reserve cargo on board these ships included subsistence, general supplies and equipment, packaged fuel, construction and barrier materials, ammunition, and medical supplies. One semi-submersible heavy lift vessel carried port operating equipment (e.g., tugboats, floating cranes, utility landing craft, rough terrain forklifts, containers, and support parts). These ships proved indispensable during the operation's first days, providing a readily available source of supplies and the capability to begin water terminal operations immediately upon the arrival of follow-on sealift.

SOURCE: Final Report to Congress
***Conduct of the Persian Gulf War*, April 1992**

PRE-POSITIONING SUPPORT IN KOSOVO

. . . Other logistics successes included timely intertheater movement of stocks of preferred munitions, including pre-positioned munitions ships, and effective and efficient management of theater fuel distribution, including the use of pre-positioned ships.

SOURCE: Defense Secretary William S. Cohen and General Hugh Shelton *Joint Statement on the Kosovo After Action Review*, October 1999

8. Intermodalism

a. Intermodalism is the transferring of passengers or transshipping of cargo among two or more modes of transportation. In concert with intermodalism, containerization facilitates and optimizes carrying of cargo via multiple modes of transport (highway, rail, sea, inland waterway, and air) without intermediate handling of the contents. Intermodalism and the use of the DOD intermodal container system are integral to the efficiency and effectiveness of DTS support to joint operations. The term "DOD intermodal container system" refers to all DOD-owned, -leased, or -controlled intermodal containers and flatracks as well as supporting equipment such as generator sets, chassis, CHE, MHE, portable ramps, information systems, and other infrastructure that supports the DTS. Containerships can improve closure of selected combat support and combat service support forces, provide massive sustainment cargo delivery capability, and can be used as an alternate means to transport unit equipment (particularly for combat support and combat service support forces) when adequate RO/RO vessels are not available. Recognizing this, the DOD goal is to maximize the use of these assets and the vast commercial intermodal capability that is available on a day-to-day basis.

b. Containerization, in concert with intermodalism, facilitates and optimizes carrying cargo via multiple modes of transport without intermediate handling of the container contents. Decreased handling results in reduced delivery times, less damage to cargo, and enhances shipment integrity by reducing chances of a split shipment.

c. During deliberate and crisis action planning, unit equipment, sustainment, and resupply (including ammunition), cargo suitable for containerization should be identified and appropriately coded consistent with in-theater infrastructure capabilities and the combatant commander's CONOPS.

d. MTMC provides global intermodal equipment and services to the Department of Defense and other USG agencies. It is responsible for managing the Department of Defense's containerized ammunition distribution system as well as leased intermodal equipment. It provides such items as 20- and 40-foot International Organization for Standardization containers, ammunition grade containers, flatracks, food and fuel grade tanks, and other types of containers and intermodal equipment. Through the use of MTMC's global intermodal contracts, the Department of Defense has worldwide intermodal capabilities that allow MTMC to acquire thousands of pieces of intermodal equipment, including chasis or line haul assets essential to move equipment forward.

For details on the types of intermodal assets and procedures for their use, refer to JP 4-01.7, Joint Tactics, Techniques, and Procedures for the Use of Intermodal Containers in Joint Operations.

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CHAPTER IV
EMPLOYMENT OF THE DEFENSE TRANSPORTATION SYSTEM

"Supply and transport stand or fall together; history depends on both."

Winston Churchill

1. Purpose

This chapter describes the procedures used across the range of military operations to forecast movement requirements, allocate resources, execute movement of people and cargo, and report on those movements. It further discusses employment of military movement resources during CONUS civil transportation disruptions. It is important to realize that these processes are interactive, especially with regard to crisis and wartime procedures. The normal process is requirements determination, allocation of resources, execution, and reporting. Refer to Appendix A, "Transportation Priorities," for movement priorities.

2. Requirements Determination and Submission

a. General

(1) The Chairman of the Joint Chiefs of Staff's roles and functions include assisting the President and Secretary of Defense in providing for the strategic direction of the Armed Forces of the United States; responsibility for strategic and contingency planning; advising the Secretary on requirements, programs, and budget; and assisting the President and Secretary in performing their command functions. To these ends, the Chairman oversees the activities of the combatant commands. The Chairman's Joint Logistics Operations Center (JLOC) or JTB, if activated, allows him to maintain cognizance over transportation requirements and capabilities as well as ensure that information is available for determining and adjusting allocations of common-user resources and priorities during wartime or contingencies.

(2) Movement requirements are established by competent authority within the Joint Staff, the Military Departments, combatant commands, other DOD and Federal agencies, and the executive branch of the government.

(3) DOD movement requirements may be fulfilled using one or more modes of transportation. Shipments are documented in accordance with DOD Regulation 4500.9-R, *Defense Transportation Regulation*.

b. Joint Mobility Control Group (JMCG)

(1) The JMCG is the C2 structure used by USTRANSCOM to exercise command of the DTS and is grounded in the principle of centralized control of the DTS and the decentralized execution of qualified movement requirements. The structure is made up of the C2 elements at USTRANSCOM, its TCCs, and other specialized transportation organizations. The JMCG structure is used to orchestrate and optimize DTS operations in support of combatant commanders

and other DOD customers. Joint members of the structure are linked by C4 systems and optimize available strategic lift against DTS requirements. JMCG provides a single entry into the DTS via C4 systems. Figure IV-1 depicts the JMCG organization structure.

(2) The JMCG has seven elements.

(a) USTRANSCOM Mobility Control Center. Focal point for DTS operations.

(b) AMC Tanker Airlift Control Center (TACC). Plans, schedules, tasks, and controls intertheater and common-user airlift.

(c) MTMC Command Operations Center. Plans, schedules, and manages resources to satisfy movement requirements using common-user surface lift.

(d) MSC Command Center. In conjunction with MSC program managers, plans, schedules, manages, and operates ships to support DOD sealift requirements.

(e) Global Patient Movement Requirements Center. Plans, schedules, and validates patient movement requests and regulates patient movement.

(f) Joint Operational Support Airlift Center. Plans, schedules, tasks, and controls airlift provided by the Services.

(g) Joint Intelligence Center-Transportation. Provides transportation intelligence support to JMCG.

c. **Theater-Joint Transportation Board.** The role of the T-JTB is to resolve contentious transportation issues within the command at the operational level, such as allocating transportation assets apportioned to the theater among components for unit movement, non-unit movement, and resupply.

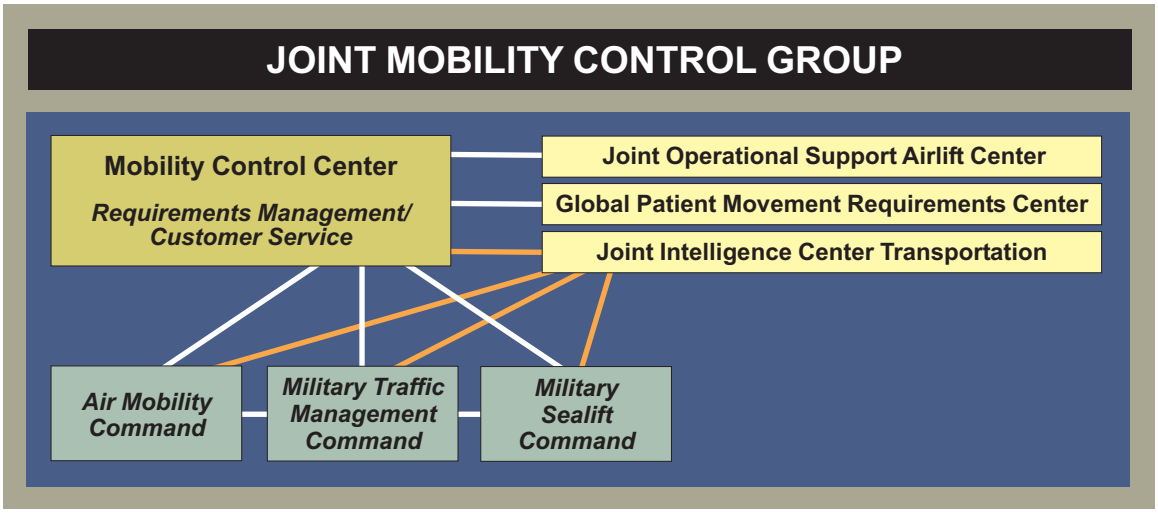

Figure IV–1. Joint Mobility Control Group

d. **Peacetime Movement Requirements**

(1) The Services and DLA are responsible for the determination, collection, and submission of the movement requirements for airlift, sealift, and CONUS civil transportation to USTRANSCOM in accordance with USTRANSCOM schedules.

(2) Peacetime movement requirement forecasts are normally submitted within each mode in the categories shown in Figure IV-2.

(3) Forecasts become operational upon the actual offering of the movement requirement to the TCC by the user or shipper.

(4) Movement requirements, planning factors, and methodology need periodic reevaluation by the Services and other agencies to ensure reasonableness and accuracy.

(5) Non-DOD agencies will submit their movement requirements for DOD common-user transportation to the Assistant Deputy Under Secretary of Defense (Transportation Policy) for approval. The sponsoring agency must certify that the movement is in the national interest, commercial services are unavailable or unsuitable, and reimbursement will be provided to the Department of Defense for services rendered.

e. **CJCS-Sponsored and Combatant Commander-Sponsored Exercises**

(1) **General**

(a) The Chairman of the Joint Chiefs of Staff requires annual submission and updating of all CJCS Exercise Program proposals by commanders of combatant commands for the next 5 fiscal years. Proposals serve as planning documents for resourcing future exercise funding, transportation, and force requirements.

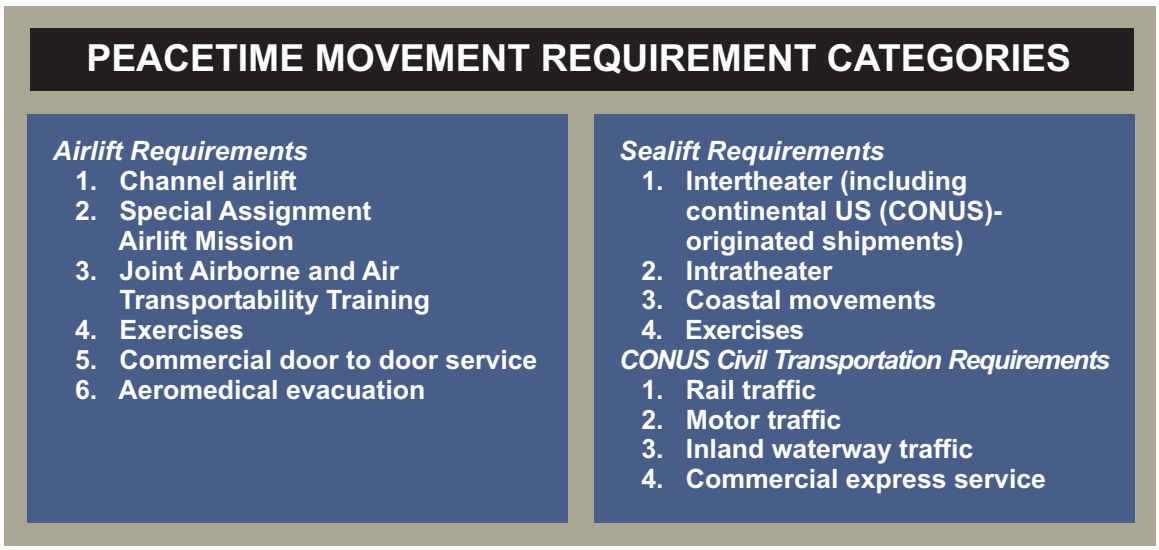

Figure IV-2. Peacetime Movement Requirement Categories

(b) When approved, the Joint Staff publishes the 5-year schedule of CJCS-sponsored and combatant commander-sponsored exercises as the joint training master schedule (JTMS).

(2) **Responsibility.** Combatant commanders are responsible for revising exercise requirements as necessary and for submitting exercise updates to the JTMS as required.

f. **Wartime and Contingency Movement Requirements**

(1) **General.** The supported commander, in coordination with supporting commanders and Services, establishes movement requirements. This is accomplished by developing a deployment and/or redeployment database in JOPES. The database can be developed from an existing or modified OPLAN TPFDD, or a totally new database can be built in a no-plan situation. The supporting and supported commanders (along with appropriate Service operations, logistics, medical, and personnel staffs) review this database, source the various requirements, and then refine or establish detailed transportation requirements. When completed, USTRANSCOM extracts supported combatant commanders' validated requirements from JOPES, and tasks them to the appropriate TCC to plan, schedule, and execute.

(2) **Planned Crises War Lift Requirements.** There are two categories of operation order (OPORD) requirements; those that support the deployment and redeployment of units and their equipment, and those that support the sustainment of the deploying force. Additionally, other combatant commanders have day-to-day operating requirements for the forces in-place in their theaters. Supported combatant commander requirements are formulated during deliberate

The supported combatant commander should use allocated lift capability to meet the needs of forces in place.

planning and include the time phasing for deploying units and supporting materiel. The latter includes requirements to sustain pre-positioned and deploying forces. These requirements are supported by the transportation capability allocated to the supported combatant commander.

(a) **Deployment Lift.** The supported combatant commander is allocated forces and other resources to meet the assigned mission. The combatant commander's time-phased force requirements are developed by the supported combatant commander's components, the supporting combatant commanders, the Services, and other Defense Agencies as appropriate. Sourced, refined, and validated deployment requirements in JOPES will be reviewed incrementally by appropriate commanders via the GCCS. When validated, USTRANSCOM retrieves updated movement requirements from JOPES and schedules transportation assets to move against them. The schedules are available in JOPES for visibility by the joint planning and execution community (JPEC).

EMPLOYMENT OF DTS — OPERATION ALLIED FORCE

The United States and its North Atlantic Treaty Organization allies rapidly committed substantial military capabilities to Operation Allied Force (Kosovo). In particular, the United States quickly augmented its forces in Europe by drawing upon its other forces deployed worldwide, including those based in the United States. In conducting this rapid buildup of forces, [the United States] made extensive use of existing plans and capabilities for conducting major wars. For example, the C-17 was the workhorse of the airlift force, providing for the rapid deployment of critical warfighting and humanitarian materiel. [The US] aerial-refueling fleet overcame extended sortie durations and high usage rates to deploy and support a multinational air force. And [US] sea mobility assets resupplied preferred munitions in addition to providing transportation for key deployment forces.

SOURCE: Defense Secretary William S. Cohen and General Hugh Shelton *Joint Statement on the Kosovo After Action Review*, October 1999

(b) **Sustainment Movement.**

1. **Channels.** Priority sustainment requirements move on predetermined channels validated by the Services or supported combatant commander, as appropriate, and USTRANSCOM. The supported combatant commander should use the lift capability allocated to meet the competing need for forces and resupply to sustain in-place and augmenting forces. The supported combatant commander then sub-allocates the theater sustainment lift (including mail) to his or her components. In order to optimize theater sustainment lift, the supported commander may establish a joint staffed theater distribution management cell (TDMC). With representation from all theater service components, the TDMC receives advance notification of incoming cargo and makes modal decisions regarding the onward movement of the cargo. Through the use of the TDMC, the supported commander provides deployed customers with a focal point to address pallet prioritization issues. Additionally the TDMC can make decisions that support time definite delivery (TDD) and can result in significant cost savings for the supported

customer. This should be done in the initial stages of OPORD and TPFDD execution. Under situations when USTRANSCOM is unable to deconflict competing combatant commanders' demands, the Chairman of the Joint Chiefs of Staff will convene the CJCSJTB to allocate lift in accordance with its charter (see Appendix B, "Charter of the Chairman of the Joint Chiefs of Staff Joint Transportation Board"). Requirements may be generated by component commands as authorized by the respective supported combatant commanders. For deliberate planning, such requirements will be identified for movement in the JOPES database.

2. **Air Mobility Express (AMX) and Worldwide Express.** AMX is the AMC organic premium transportation express program designed to deliver small packages in wartime. WWX is an AMC commercial contract small package express contract offering TDD of high priority airworthy non-classified, non-hazardous cargo (see note below) on a door-to-door basis during peacetime and to designated transshipment hubs during wartime. Under the AMX and WWX concept, wartime or contingency operations critical cargo with definite delivery times will be picked up by express carriers at depots, installations, or ports of embarkation (POEs); moved by the carriers to either a commercial or military hub; and loaded on AMC organic, CRAF, or commercial airlift missions for delivery to the AOR. The vast majority of airlift sustainment will move on established channel missions (includes already established express services). However, USTRANSCOM is prepared to establish, when other options are exhausted and at the request of the supported combatant commander during a contingency, an additional express service (channel contingency mission) to move "war stopper" items rapidly to the AOR. The supported combatant commander will direct what portion of the appropriated CJCS-allocated intertheater airlift will be used for AMX and will allocate space on express aircraft by pallet positions to each component. For AMX to be effective, the supported combatant commander must establish a theater distribution system to deliver express cargo from APOD to final destination. Of equal importance is return movement of critical reparable assets to depot or source of repair for subsequent resupply. This express service could be activated by USTRANSCOM either concurrently with CJCS execution of a combatant commander OPORD or at the request of the supported combatant commander. The combatant commander should consider express service implementation no later than C+3 day to ensure critical sustainment for combat forces engaged in initial combat operations. The required frequency and destinations for this service should also be determined at this point. When requirements exceed capability, the supported combatant commander allocates capability among the Military Services. Military Services would forecast wartime and contingency requirements for critical classes of supply and other assets that have an immediate impact on combat capability to USTRANSCOM for planning. All requirements would be validated by the supported combatant commander and USTRANSCOM and moved on predetermined channels, as the supported combatant commander, in turn, will determine component allocations on express movement channels.

NOTE: Hazardous material (HAZMAT) is not covered under the basic service of worldwide express (WWX). However, if a carrier handles HAZMAT as part of their regular practice, then the government can use that service. The customer will be charged the accessorial fee for that service.

Per WWX Website

(3) **Theater Distribution.** Distribution is the operational process of synchronizing all elements of the logistic system to deliver the right things to the right place at the right time to support the combatant commander. The distribution system is a complex of networks tailored to meet the requirements of the military force across the range of military operations. These networks may be overlaid on existing HN infrastructure that must be shared with the HN and often with other military, civilian, and multinational forces participating in the same operation. Combinations of US military, DOD civilian, HN, multinational, and contractor organizations operate the nodes and modes of transportation that distribute the forces and sustainment assets. These organizations collect and report data to a network of headquarters responsible for processing the data into information and issuing instructions to the node and mode operators. Figure IV-3 depicts principles of theater distribution.

For more information on distribution, see JP 4-01.4, Joint Tactics, Techniques, and Procedures for Joint Theater Distribution*, and JP 4-09,* Joint Doctrine for Global Distribution.

(4) **Time-Sensitive Lift Requirements.** Short notice transportation requirements due to changing tactical situations or other developments may require a rapid response by airlift movement. Unplanned requirements are categorized as combatant commander lift requirements to support an OPORD or campaign plan being executed during joint operations. The determination of unplanned movement requirements varies based on the phase of contingency support.

(a) **Patient Movement (PM).** Intertheater PM is usually supported by USTRANSCOM air mobility resources. Intertheater PM operations may serve as the interface between the theater and CONUS PM systems and is validated by USTRANSCOM and controlled by the TACC to carry out the PM. The transferring medical treatment facility (MTF) is responsible for the transportation of patients between the MTF and the designated staging facility or to the aircraft. USTRANSCOM's AMC will use dedicated, preplanned, opportune, or retrograde aircraft missions to pick up patients from staging facilities at designated theater PM interface airfields. AMC maintains C2 over intertheater air mobility and supporting non-theater assigned elements.

For more information on patient movement, see JP 4-02.2, Joint Tactics, Techniques, and Procedures for Patient Movement in Joint Operations.

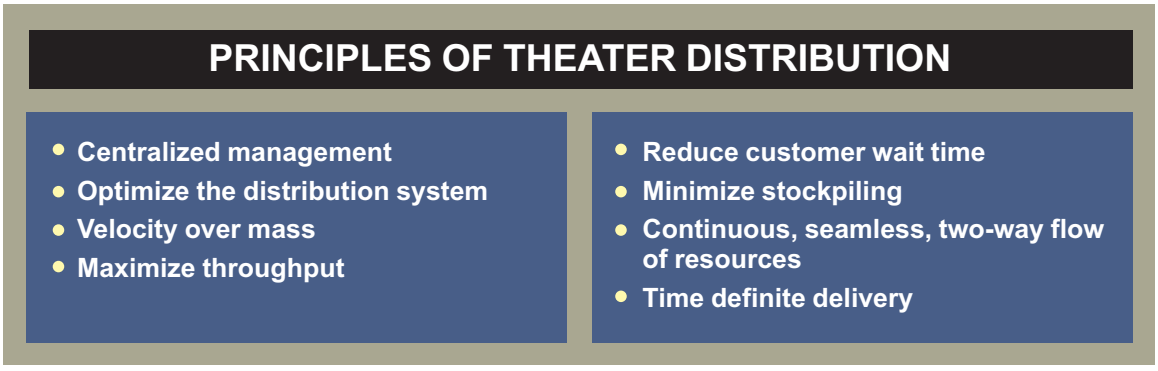

Figure IV-3. Principles of Theater Distribution

Short notice transportation requirements may require a rapid response by airlift movement.

(b) **Pre-Execution.**

1. Special assignment airlift missions (SAAMs) can be used for airlift requirements (such as pre-positioning) prior to OPORD and/or TPFDD execution. Procedures governing their use are contained in appropriate DOD directives, such as DOD Regulation 4500.9-R, *Defense Transportation Regulation.* Because the transition to OPORD execution could be imminent, USTRANSCOM must carefully control the use of airlift under SAAM procedures to ensure airlift availability during transition to execution. During a developing crisis and before execution of an OPORD, Service or other airlift coordination agencies should transmit SAAM requests supporting the pending operation directly to the supported combatant commander for approval, or as directed by supporting or supported combatant commanders. Information copies will be provided to USTRANSCOM and other concerned agencies. The supported combatant commander's designated agent will validate the request, prioritize SAAM requirements as required, and advise the USTRANSCOM mobility control center.

2. USTRANSCOM allocates the air mobility assets to support the crisis deployment(s) and also identifies air mobility assets available to AMC to support all other worldwide requirements.

(c) **Execution.**

1. During a deployment or OPORD execution, unexpected time-sensitive movement requirements, analogous to those handled in peacetime by SAAMs, may occur.

Intertheater PM is usually supported by USTRANSCOM air mobility resources.

Assuming the USTRANSCOM-allocated lift assets are fully committed, these requirements may be satisfied in one of three ways:

a. Use of assets temporarily available through agreements with allies, such as the NATO Civil Aviation Agency, or through foreign airline resources;

b. Use of supported combatant commander-allocated airlift and deferring movement of an equivalent amount of lower priority requirements; and

c. Request for an airlift reallocation from the CJCS JTB.

2. Urgent requirements are identified by supported combatant commanders to the supporting combatant commanders or Services and USTRANSCOM, with information to AMC and CJCS JTB. USTRANSCOM and AMC determine temporary air mobility asset availability and schedule the requirement. If temporary assets are not available, AMC informs USTRANSCOM, with information to the supported combatant commander. The supported combatant commander decides whether to defer movement of a lower priority requirement or, as a last resort, requests reallocation of air mobility from the CJCS JTB. The requirements and scheduled lift will be entered into the JOPES deployment database as expeditiously as possible. An option always remains to divert cargo of lower priority to fast sealift.

(d) **Air Mobility Division (AMD).** The AMD plans, coordinates, tasks, and executes the air mobility mission. The AMD is located in the joint air operations center and is directed by the Director of Mobility Forces (DIRMOBFOR). When established, the

DIRMOBFOR serves as the designated coordinating authority for all air mobility issues in the AOR or the joint operations area.

For further information on AMD and the DIRMOBFOR, see JP 3-17, Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations.

3. Planning and Allocation of Resources

a. **Peacetime.** See Figure IV-4.

(1) **Air Mobility.** Upon receiving air mobility requirements from USTRANSCOM, AMC and the geographic combatant commands possessing theater-assigned airlift plan how to best use available capability (including commercial contract) to meet those requirements. If air mobility resources appear insufficient to meet requirements, AMC and supported combatant commanders identify possible shortages of tonnage and/or space by geographic area before making an initial space assignment and advising the shipping agencies. The shipping agencies advise AMC of desired adjustments. If agreement cannot be reached among the shipping services and AMC, the problem will be referred to USTRANSCOM for resolution. Problems not resolved by USTRANSCOM will be raised to the CJCS JLOC or JTB, if activated, for resolution.

(2) **Sealift.** Upon receipt of sealift requirements from MTMC, MSC plans for the use of its controlled fleet. Cargo requirements in excess of the MSC-controlled fleet will be met through voluntary charters. If sealift resources are still insufficient to meet emergency or contingency requirements in peacetime, provisions exist for activation of organic government-owned sealift (FSS, LMSR ships, and the RRF). If sealift resources are still insufficient, additional shipping can be acquired through a variety of access programs to commercial shipping.

(3) **CONUS Surface Transportation and Ports.** Upon receipt of military movement requirements, MTMC (as the SPM and, in most situations, as the port operator) assigns the

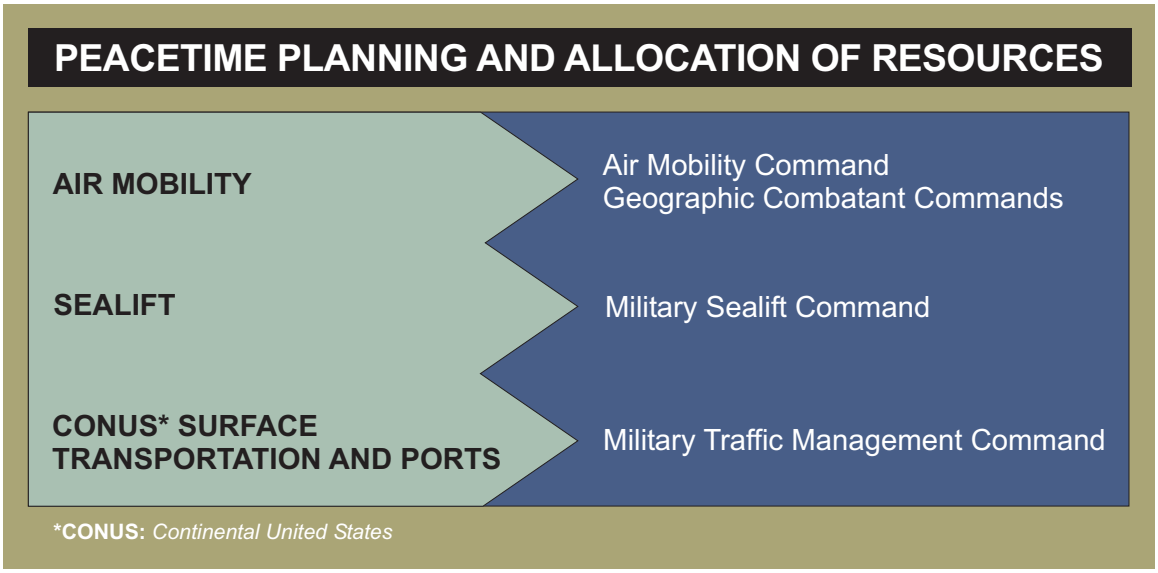

Figure IV-4. Peacetime Planning and Allocation of Resources

workload to military ocean terminals and commercial port facilities. In addition, MTMC may arrange for the intra-CONUS movement of DOD cargo by commercial highway and rail carriers and notifies USTRANSCOM of any shortfalls in terminal or intra-CONUS transportation capabilities that it cannot resolve. Shortfalls that cannot be resolved by USTRANSCOM will be referred to the CJCS JLOC or JTB, if activated.

b. **Wartime or Contingency**

(1) CJCSI 3110.01 series, *Joint Strategic Capabilities Plan (JSCP)*, is one of many planning directives available to the combatant commanders. It tasks combatant commanders for OPLAN or operation plan in concept format (CONPLAN) development for specific contingencies based on current military capabilities. The document thereby provides planning guidance to the Services for the support of the combatant commanders in execution of assigned tasks. CJCSI 3110.11 series, *Mobility Supplement to Joint Strategic Capabilities Plan*, identifies common-user lift resources used for the evaluation of deliberate OPLANs or CONPLANs.

(2) The supported combatant commander develops a concept of deployment and medical evacuation PM based upon guidance in CJCSI 3110.11 series, *Mobility Supplement to Joint Strategic Capabilities Plan*. Subordinate component commanders are then tasked to determine specific forces (unit) and supply (non-unit) requirements (including personnel replacements) and the recommended time phasing of these requirements. The component commands' force and support requirements are submitted to the supported combatant commander, who integrates them with any other requirements to develop the TPFDD. The strategic movement of these requirements is then analyzed against the specified transportation assets found in CJCSI 3110.11 series, *Mobility Supplement to Joint Strategic Capabilities Plan*, using the joint flow and analysis system for transportation in order to determine gross transportation feasibility of the plan. Refinements are made as required to the total movement, and TCCs prepare movement tables for the entire TPFDD in order to gauge deployment capability. USTRANSCOM intensively manages the first 15 days of the TPFDD so it will be ready for immediate execution. Supporting commanders are to ensure that their specific forces are identified, accurately portrayed (e.g., number of passengers and actual Level 4 Detail), and available to meet deployment schedules. The TCCs prepare and maintain specific movement schedules for the early portion of the deployment database. Only movement tables (where applicable) need to be prepared by the TCCs for the remainder of the TPFDD.

4. Execution

a. **Peacetime.** TCCs apply capability to meet requirements in accordance with their planning and within the guidelines of the priority system. (See Appendix A, "Transportation Priorities.") Problems not resolved at the USTRANSCOM and/or Service level will be raised to the CJCS JLOC or JTB, if activated, for resolution.

b. **Contingency and Wartime**

(1) Upon receipt of a warning order, alert order, or other indication of a potential deployment, USTRANSCOM establishes communications with the Joint Staff Logistics Directorate (J-4), the supported and supporting combatant commanders, the Services, and TCCs (see Figure IV-5). USTRANSCOM begins an immediate review of deployment plans and databases to ensure their applicability and assists the supported combatant commander in updating the crisis action database. When no database exists for an operation, the JPEC creates a deployment database in JOPES. CJCSM 3122.01, *Joint Operation Planning and Execution System Vol. I: (Planning Policies and Procedures)*, and CJSCM 3122 series, *Joint Operation Planning and Execution System and Crisis Action Time-Phased Force and Deployment Data (TPFDD) Development and Deployment Execution System*, address the execution portion of JOPES and contains detailed transportation-related information. As the situation develops, USTRANSCOM, in coordination with the TCCs, develops estimates of the feasibility to support various deployment options and provides comments and recommendations to the supported combatant commander and the CJCS JLOC or JTB, if activated. USTRANSCOM personnel monitor port, transportation, and LOCs capabilities and limitations to determine their impact on the deployment. If needed, cargo diversion teams, comprised of supported combatant commander, USTRANSCOM, and Service representatives, should be used at SPOEs and APOEs to preclude saturation of the sealift and airlift system.

(2) When implementation of multiple OPLANs is contemplated, USTRANSCOM obtains deployment priorities from the Chairman of the Joint Chiefs of Staff and advises the rest of the deployment community. USTRANSCOM provides the CJCS JLOC and JTB, when activated, and the supported combatant commanders with the impact of these priorities on closure times, transportation, and ongoing operations.

(3) In a no-plan situation, or when real world crisis situations change the resource apportionment planned in CJCSI 3110.11 series, *Mobility Supplement to Joint Strategic Capabilities Plan*, USTRANSCOM reassigns strategic lift capabilities to the combatant commanders based upon the urgency of the situation and informs the CJCS JLOC and JTB, if activated. As the situation changes, USTRANSCOM reviews the allocation and recommends

Figure IV-5. Defense Transportation System Contingency and Wartime Execution

appropriate changes. If USTRANSCOM is unable to allocate lift to the satisfaction of competing combatant commanders, the Chairman of the Joint Chiefs of Staff, through the JTB, adjudicates the allocations.

(4) Once capability is allocated among the combatant commanders, each combatant commander T-JTB or equivalent activity must immediately prioritize and allocate that theater's capability between competing lift requirements. The supported combatant commander(s) communicate the deployment and resupply decisions to USTRANSCOM for execution and inform the CJCS JLOC or JTB, if activated. Other combatant commanders validate frequency channel requirements and allocate appropriate lift capability to their requirements.

(5) Services are proportionally assigned strategic lift resources for their resupply and personnel replacements based upon combatant commander allocation in the JOPES database. The supported combatant commander(s) identify Service filler, replacement, and sustainment lift assignments in the established combatant commanders' wartime intertheater channels, whereas other combatant commanders validate the Service lift assignments on normal peacetime channels necessary to sustain in-place forces. Shipper Service headquarters and DLA provide advocates to assist the commanders with prioritization of lift at CONUS ports.

(6) USTRANSCOM coordinates the execution of CJCS and combatant commander lift allocation decisions for transportation resources that support the OPORDs being executed. As the DOD single manager for transportation (other than Service organic or theater-assigned assets) the Commander, USTRANSCOM:

(a) Directs the implementation of CJCS and combatant commander lift decisions to the TCCs, force providers, and Service materiel and personnel managers;

(b) Apportions lift capabilities for resupply and personnel replacements or fillers among the Services in accordance with the guidance of the supported combatant commander(s); and

(c) Adjusts movement plans, schedules, and modes of transport.

(7) For supported combatant commander lift requirements outside the combatant commander's AOR, USTRANSCOM applies lift resources according to combatant commander allocation decisions as expressed by the combatant commander T-JTB or equivalent activity.

(8) USTRANSCOM monitors and provides lift status on deploying military forces, personnel increments, and cargo increments to the Joint Staff, supported and supporting commanders, and the Services.

(9) USTRANSCOM (through MTMC, its TCC) provides a port management cell and/or reinforcement of existing cells to the supported joint task force(s) and/or combatant commander(s). MTMC will assist with OPLAN development and analysis, conduct assessment of ports, and recommend the size and type of port operations required. The cell will establish

liaison with HN port authorities and develop statements of work for contracting facilities and stevedore labor, if available. The cell will provide automated data processing and communications capabilities in support of water terminal operations. It will provide common-user container management services and prioritize the port operator's workload based on the geographic combatant commander's intent.

(10) USTRANSCOM attempts to resolve transportation conflicts during deployment and refers unresolved issues to the CJCS JLOC or JTB, if activated, for action.

TRANSPORTATION PREPAREDNESS: AIRLIFT

Military preparedness includes the ability to project forces into a crisis area. Determination of preparedness levels must include an assessment of the quantity and readiness of deployment forces, capabilities, and pre-positioned assets. These factors were key in the success of the Persian Gulf War.

Airlift readiness was a key factor in US preparedness to project power rapidly. Airlift has a peacetime mission serving a worldwide network of military and other governmental customers. The strategic airlift fleet — active duty USAF, Air Force Reserve, and Air National Guard — on the eve of Operation DESERT SHIELD consisted of a total inventory of 265 C-141s and 126 C-5s. The civil reserve air fleet represents investments in preparedness extending back to the 1950s and was available to help in deployment and sustainment operations. Tactical airlift with C-130 aircraft maintained a rotational squadron flying airlift missions throughout Europe and [Southwest Asia], supplementing the C-130s based at Rhein-Main Air Base, Germany. Because of these requirements, airlift was available almost immediately to begin moving personnel and equipment to and within the region. In a sense, the investment in aircraft to help in peacetime operations provided a dividend in the form of ready availability during crisis.

SOURCE: Final Report to Congress, *Conduct of the Persian Gulf War*, April 1992

5. In-transit Visibility Reporting

a. **Global Transportation Network.** GTN is a single system that integrates information from a variety of DTS automated information systems to provide ITV and C2 data support. GTN supports the President, Secretary of Defense, the combatant commanders, the Military Services, and other DOD customers with information to better manage their warfighting and logistic capabilities. GTN integrates automated data processing and information systems, electronic commerce, and electronic data interchange (EDI) to track the identity, status, and location of DOD unit and non-unit cargo, passengers, patients, forces, and military and commercial air mobility, sealift, and surface assets from origin to destination across the range of military operations. GTN feeds shipment status to Services and DLA software programs.

b. ITV is the ability to track the identity, status, and location of DOD units, non-unit cargo (excluding bulk POL), passengers, patients, and personal property from origin to consignee or destination across the range of military operations. ITV of assets moving through the DTS or in support of DOD operations is an essential element of the DOD warfighting capability and is required by the supported combatant commanders. The transportation control number (TCN) is the alphanumeric character set assigned to a shipment (unit move and sustainment) to maintain ITV. The GTN links the TCN to the military standard requisitioning and issue procedure (MILSTRIP) number, if available, and to commercial express carrier tracking numbers, if applicable. This gives the user multiple ways to track an item. ITV is a process. While USTRANSCOM is the designated DOD proponent for the development of a comprehensive, integrated DOD ITV capability, it is not the sole process owner. The ITV process consists of numerous players who must follow designated business procedures to provide accurate source data, prompt nodal updates, shipment status information, and shipment receipt notices as well as employ various automated information systems and automated identification technologies (AITs) in both peace and war. Those players include, but are not limited to, deploying units, node and port operators, commercial transportation service providers, installations, and depots. Each plays a critical role in ensuring seamless ITV by providing movement information to the GTN within the following ITV timeliness criteria outlined by the Under Secretary of_Defense (Acquisition, Technology & Logistics).

(1) **Unit Strategic Movements.** The arrival and departure of unit personnel and equipment at all nodes from origin to destination will be visible in the GTN within 1 hour of the event.

(2) **Sustainment Airlift.** The arrival and departure of sustainment air cargo at all nodes from origin to destination will be visible in the GTN within 1 hour of the event.

(3) **Sustainment Sealift.** The arrival and departure of sustainment ocean cargo at all nodes from origin to destination will be visible in the GTN within 4 hours of the event.

(4) **Intratheater and CONUS Movements.** The arrival and departure at all nodes of non-unit cargo originating and terminating in the theater or the CONUS will be visible in the GTN within 2 hours of the event.

c. **Unit Cargo.** Unit cargo includes all unit equipment, accompanying supplies, Military Service pre-positioned forces and afloat pre-positioned equipment, and war reserve stocks. The GTN receives unit movement data from various systems from point of origin, through a POE and POD, and within the CONUS and theater. Generation of DOD Regulation 4500.9-R, *Defense Transportation Regulation,* compliant deployment data is a unit responsibility. The Worldwide Port System (WPS) and the Global Air Transportation Execution System (GATES) are the primary POE and POD systems for sealift and air mobility respectively. Where there is not a GATES capability readily available, alternative unit data capture solutions are coordinated by the lift provider and the moving organization and tailored to meet ITV requirements. AIT protocols should also be employed as appropriate anywhere along the movement pipeline to provide timelier, accurate movement updates.

d. **Non-unit Related Cargo.** Non-unit related cargo includes all equipment and supplies requiring transportation to an operational area, other than those identified as the equipment or accompanying supplies of a specific unit (e.g., resupply, military support for allies, and support for nonmilitary programs such as civil relief). The GTN receives source shipment information from Defense and commercial vendor shippers, nodal updates from key Defense and commercial logistic activities (consolidation points, aerial and seaports, theater onward movement locations, etc.), and shipment status information from commercial carriers. The origin shipping activity is responsible for generating the appropriate movement documentation. The GTN receives DOD Regulation 4500.9-R, *Defense Transportation Regulation*, compliant source shipment information from the distribution standard system for DLA shipments. As shipments arrive and depart from USTRANSCOM sea and aerial ports, GTN receives updates from WPS and GATES, respectively. Finally, GTN receives shipment status information from commercial carriers and vendors using industry EDI standards. AIT protocols are also employed as appropriate to facilitate timely, accurate data capture.

e. **Unit Personnel.** Unit-move personnel include all civilian and military passengers directly attached to, and moving with, a deploying unit. The GTN receives unit passenger data from source systems, POE and POD systems, and CONUS and theater consignee transportation systems. Generation of DOD Regulation 4500.9-R, *Defense Transportation Regulation*, compliant deployment data is a unit responsibility. As passengers move through AMC aerial ports, the GATES updates the manifest information in the GTN. In turn, the GTN offers inbound passenger manifest data to the APOD and other receiving activities for planning and JRSOI management activities. Upon passengers' arrival at the APOD, information about their onward movement will be passed to the GTN. Where there is not a GATES capability readily available, alternative unit data capture solutions are coordinated by the lift provider and the moving organizations and tailored to meet ITV requirements. The use of the common access card is directed by the Deputy Secretary of Defense and will meet enhanced data accuracy while expediting passenger manifesting and processing procedures.

f. **Non-unit Related Personnel.** Non-unit passengers include all personnel requiring transportation to or from an operational area, other than those assigned to a specific unit (e.g., filler personnel; replacements; temporary duty or temporary additional duty personnel; civilians; medical evacuees; and retrograde personnel). GATES serves as the primary information collection point for reservations and booking of non-unit passengers. The originating installation transportation office electronically requests airlift through GATES, which in turn provides both schedules and seat confirmation to the requester. GATES also prepares passenger manifests for departing aircraft and transmits that information to the GTN. For non-unit personnel traveling from other than GATES-supported locations, passenger manifesting is accomplished and forwarded to the GTN. The Department of Defense does not track passengers moving on scheduled commercial transportation (i.e., General Services Administration City Pairs contracts), as a robust commercial capability currently exists.

g. **Lift Assets.** An equally critical aspect of ITV is visibility over airlift, sealift, and surface lift assets (aircraft, ships, and road and rail conveyances). Visibility of lift assets in-transit or scheduled for movement is key to the C2 of those assets, port management, and scheduling the

movement of both unit and non-unit cargo and personnel. USTRANSCOM port software programs feed status of shipments to GTN, Services, and DLA software programs. AMC schedules and manages the execution of organic and AMC chartered strategic airlift through the Global Decision Support System (GDSS). The GDSS passes airlift schedules and arrival and departure information to the GTN. Similarly, MSC provides sealift schedules and updates for organic and chartered lift assets to the GTN via the MSC integrated command, control, and communication system, while commercial carriers pass arrival and departure event information via EDI. There is no single DOD system for tracking all road and rail schedules; however, there are some DOD automated information systems and AITs that monitor portions of road and rail moves. While these modes are critical to the movement of DOD assets, nearly ninety percent of DTS surface lift is provided by commercial carriers.

6. Employment of Military Movement Resources During a Disruption of Civil Transportation in the Continental United States

a. **Background.** If CONUS civil transportation service is disrupted and the Secretary of Defense so directs, the military-owned capability specified in this section will be applied within CONUS to help meet military movement requirements. The Services, combatant commanders, DLA, MTMC, and AMC are responsible for providing data or making available vehicles and aircraft with associated operations, maintenance, and administration.

b. **Authorization.** Upon the recommendation of the Commander, USTRANSCOM, the Chairman of the Joint Chiefs of Staff may recommend to the Secretary of Defense authorization of the use of military vehicles or military aircraft to augment the civil transportation capability during disruption.

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APPENDIX A
TRANSPORTATION PRIORITIES

1. General

The effective use of DOD transportation resources to move passengers and cargo requires the establishment of transportation priorities. These assigned transportation priorities enable logistic managers to determine mode and sequence of movement in meeting both peacetime and wartime requirements. This appendix addresses the transportation priorities assigned for cargo requirements generated via MILSTRIP, cargo requirements that are non-MILSTRIP requisitions, movement of space required passengers via DOD owned and controlled transportation assets, and cargo and passenger requirements that require movement via common-user airlift and sealift resources under the DOD Transportation Movement Priority System.

2. Movement Priorities — Cargo

a. **Movement Priorities for MILSTRIP Cargo.** To ensure responsiveness, priorities used in the movement system are related to both the importance of the user's mission and the relative importance of a particular item to that mission. The UMMIPS establishes the framework and assigns indicators of mission or item importance. Force/activity designators (FADs) and urgency of need designators (UNDs) are used respectively to describe the importance of any given item to any specific mission. Assignment of FAD I is reserved for the Secretary of Defense based upon the CJCS recommendation and criteria contained in DOD 4140.1R, *Materiel Management Regulation*, Appendix I and CJCSI 4110.01A, *Uniform Material and Issue Priority System – Force/Activity Designators*. The Chairman of the Joint Chiefs of Staff may delegate authority to assign FADs II through V to the heads of DOD components and Federal agencies. The requisitioner determines the urgency of need also based on criteria established by the Department of Defense.

b. Priority designator and/or supply priorities translate directly into transportation priorities in accordance with Figure A-1. Transportation priorities 1 and 2 cargo are normally air eligible unless the Chairman of the Joint Chiefs of Staff, cognizant shipper service, or the requisitioner stipulates otherwise. Sometimes the characteristics of the cargo (e.g., size, weight, and hazards) preclude air shipment. In these cases, the cargo is diverted to surface. Priorities for retrograde materiel movements will be established based on the criticality of the item and not on the FAD and UND combination. Retrograde shipments fall under priority and/or designators 03, 06, or 13.

c. **Movement Priorities for Non-MILSTRIP Cargo.** Cargo also moves as non-MILSTRIP requisitions. The Military Services normally designate the transportation priorities for these items, as in Figure A-2.

d. **Cargo Clearance Authorities.** Shipper Service headquarters, subordinate commands, and DLA use clearance authorities worldwide to assist in management of transportation priorities

TRANSPORTATION PRIORITY AND MOVEMENT CONVERSION TABLE			
Supply Priority Designator	Required Delivery Date	Transportation Priority	Mode of Shipment Eligibility
01-03	All	1	Air
04-08	44 555 777 1	2	Air
09-15	2	3	Surface
	None	4	Surface

Figure A-1. Transportation Priority and Movement Conversion Table

TRANSPORTATION PRIORITIES FOR NON-MILITARY STANDARD REQUISITIONING AND ISSUE PROCEDURE CARGO
Transportation Priority 1
Defense Courier Service Material
Registered or Certified Mail
Command and Casualty Report Pouches
First Class Personal and Official Mail Letters
Personal and Official Priority Mail Parcels
Transportation Priority 2
Other Official Mail Parcels
Unaccompanied Baggage
All Other Air Eligible Mail (i.e., space available and parcel airlift)
Transportation Priority 3
Overseas Mail and Inter Command Mail
Personal Property
Non-appropriated Fund Material
Material in Support of Non-Department of Defense Agencies

Figure A-2. Transportation Priorities for Non-Military Standard Requisitioning and Issue Procedure Cargo

for both MILSTRIP and non-MILSTRIP cargo and correct application of transportation funds that reimburse the USTRANSCOM Working Capital Fund — Transportation and pay carriers.

3. Movement Priorities — Space Required Passenger Travel via DOD owned and Controlled Assets

Transportation priorities for space required passenger movement will be assigned by each Service. Under normal conditions, unless the Chairman of the Joint Chiefs of Staff directs otherwise, the passenger movement precedence will be in accordance with the USTRANSCOM or TCC directions that implement the single passenger reservation concept. Personnel transportation priorities are summarized below.

a. **Transportation Priority 1**

(1) Personnel with an acute emergency that requires they be moved before everyone else and not be delayed for any reason.

(2) Medical evacuees.

(3) Personnel returning to the United States or its possessions on emergency leave.

b. **Transportation Priority 2**

(1) Personnel who have an urgent deadline to accomplish an essential mission at the destination station.

(2) Personnel destined for units or activities who are required to be in place to meet an emergency and whose travel is more urgent than travel under Priorities 3 and 4.

(3) Personnel on temporary duty.

(4) Personnel on permanent change of station orders to mobile or moving final duty assignment.

c. **Transportation Priority 3**

(1) Personnel returning to duty station from emergency leave.

(2) Inductees traveling from military entrance processing stations to reception stations and/or training centers.

(3) Personnel on permanent change of station orders to fixed or stationary final duty assignment or duty station.

(4) Personnel movement of an urgent nature in order to accomplish an essential mission.

(5) Personnel returning to duty from routine temporary duty or temporary additional duty.

d. **Transportation Priority 4**

(1) Personnel who are otherwise eligible for movement.

(2) Dependents.

(3) Personnel of non-DOD activities.

(4) Registrants traveling from home to military entrance processing stations for processing.

Travel priorities for space available passengers are listed in DOD 4515.13R, Air Transportation Eligibility, *Chapter 6.*

4. DOD Transportation Movement Priority System

a. This subparagraph provides applicable word descriptions for priorities used in the management of DOD common-user airlift and sealift resources. An urgency of need or the existence of valid circumstances to use a priority other than normal channel lift must be established by competent authority before these priorities can be used.

b. The following list of priorities is in descending order. When requirements for lift exceed capability, lift managers should apply capability to the highest priority category first. All eligible traffic will be categorized into one of the following.

(1) **Priority 1A.** Covers requirements in support of the following.

(a) 1A1 — Presidential-directed missions: including support to the national airborne operations center (NAOC) when operating in direct support of the President.

(b) 1A2 — US forces and other forces or activities in combat designated by the Chairman of the Joint Chiefs of Staff in accordance with applicable Secretary of Defense guidance.

(c) 1A3 — Programs approved by the President for top national priority including:

1. Real-world contingency deployment operations supporting CONPLANs for special operations;

2. Deployment of special category overseas law enforcement missions (This priority would also include redeployment of such missions, if the return of the aircraft to the United States were considered integral to mission accomplishment); and

3. Deployment of designated search and rescue teams when directed by Secretary of Defense. This priority shall only be assigned to missions in which the immediate deployment could result in the saving of human lives.

(d) 1A4 — Special weapons.

(2) **Priority 1B.** Covers requirements in support of the following.

(a) 1B1 — Missions specially directed by the Secretary of Defense including:

1. Urgent contingency deployments (This priority is intended for deployment of forces supporting contingency operations of a sudden, time-sensitive nature and is not intended for routine, planned rotations of forces into theater);

2. Redeployment of forces conducting real-world operations in support of CONPLANs for special operations (This priority is assigned as a result of the stringent reconstitution requirements placed on these assets);

3. Routine law enforcement deployment missions;

4. Time-sensitive deployment of Joint Strategic Reconnaissance Office directed air missions;

5. NAOC operations when not in support of the President;

6. Validated minimal frequency channels; and

7. Patients requiring urgent or priority aeromedical evacuation.

(b) 1B2 — Units, projects, or plans specially approved for implementation by the Secretary of Defense or the Chairman of the Joint Chiefs of Staff including steady-state contingency deployments. This priority is intended for deployment or rotation of forces supporting contingency operations of an enduring nature (including, for example, planned rotations of aircraft squadrons, air expeditionary forces, missile battery equipment and personnel, communications support, and security forces). Also includes real-world counterdrug deployments.

(c) 1B3 — Covers requirements in support of all contingency redeployments, regardless of whether the deployment was urgent or steady state (except for forces deployed for routine aeromedical evacuation missions.)

(3) **Priority 2A.** Covers requirements in support of:

(a) 2A1 — US forces or activities and foreign forces or activities deploying or positioned and maintained in a state of readiness for immediate combat, combat support, or combat service support missions including CONUS-based units for exercise and training events directly related to CONPLANs for special operations; and

(b) 2A2 — Industrial production activities engaged in repair, modification, or manufacture of primary weapons, equipment, and supplies to prevent an impending work stoppage

or to re-institute production in the event a stoppage has already occurred or when the material is required to accomplish emergency or controlling jobs and movement of aircraft in support of FMS.

(4) **Priority 2B.** Covers requirements in support of:

(a) 2B1 — CJCS-sponsored exercises (under the CJCS Exercise Program); and

(b) 2B2 — Combatant commander-sponsored exercises (under the CJCS Exercise Program).

(5) **Priority 3A.** Covers requirements in support of:

(a) 3A1 — Readiness or evaluation tests when airlift is required in support of the unit inspection or evaluation tests including deployment missions for major command (or equivalent) -directed exercises or operations (fleet commanders for Navy, major Army commands for Army and Marine Forces, Pacific and Marine Forces, Atlantic for Marines).

(b) 3A2 — US forces or activities and foreign forces or activities that are maintained in a state of readiness to deploy for combat and other activities essential to combat forces; and

(c) 3A3 — Approved requirements channels.

(6) **Priority 3B.** Covers requirements in support of joint airborne/air transportability training (JA/ATT), including:

(a) 3B1 — Service training when airborne operations or air mobility support is integral to combat readiness (e.g., field training exercise, proficiency airdrop, and air assault);

(b) 3B2 — Requirements in support of

1. Combat support training (e.g., flare drops and special operations missions); and

2. Counterdrug training missions (deployment and redeployment).

(c) 3B3 — Service schools requiring airborne, airdrop, or air transportability training as part of the program of instruction; and

(d) 3B4 — Airdrop and/or air transportability or aircraft certification of new or modified equipment.

Note: Two special provisions exist for JA/ATT requirements: (1) The Chairman of the Joint Chiefs of Staff has authorized a JA/ATT priority of 2A1 to CONUS-based units for exercise and

training events directly related to CONPLANs for special operations; and/or (2) JA/ATT will be removed from this priority system and protected with the same criteria extended to AMC unilateral training when AMC publishes the JA/ATT Monthly Operations Tasking, Appendix 1, Annex C, HQ AMC OPORD 17-76 (30 days prior to the month of execution). Higher priority users who submit their requirements before Annex C is published will be supported per the usual priorities.

(7) **Priority 4A.** Covers requirements in support of:

(a) 4A1 — US forces and foreign forces or activities tasked for employment in support of approved war plans and support activities essential to such forces; and

(b) 4A2 — Static loading exercises for those units specifically tasked to perform air transportability missions.

(8) **Priority 4B.** Covers requirements in support of:

(a) 4B1 — Other US forces or activities and foreign forces or activities;

(b) 4B2 — Other non-DOD activities that cannot be accommodated by commercial airlift; and

(c) 4B3 — Static display for public and military events.

c. Lift priorities are intended to support intertheater deployments into the AOR and do not address retrograde movements. Retrograde movements including cargo (e.g., repairables, containers), passengers (noncombatant evacuation operations, medical evacuees), and their associated lift priority are a responsibility of the supported combatant commander. Specific guidance and priorities are established by the supported combatant commander in an OPORD and/or contingency environment, consistent with the overall operations.

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APPENDIX B
CHARTER OF THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF JOINT TRANSPORTATION BOARD

1. Mission

The CJCS JTB may be convened by the Chairman of the Joint Chiefs of Staff during wartime or contingencies for ensuring President and SecDef requirements for all common-user transportation resources assigned or available to the Department of Defense are apportioned and scheduled to optimize accomplishment of DOD objectives.

2. Responsibility

The CJCS JTB acts on behalf of the Chairman of the Joint Chiefs of Staff in the performance of functions listed in paragraph five. The Chairman of the CJCS JTB has been delegated decision authority in these areas except when a matter cannot be resolved within the CJCS JTB. In such instances, the matter is referred to the Chairman of the Joint Chiefs of Staff for decision.

3. Membership

The CJCS JTB is composed of the following.

a. **Chairman.** Vice Director for Logistics, Joint Staff J-4.

b. **Principal Members**

(1) Vice Director for Operations, Joint Staff Operations Directorate (J-3).

(2) Combatant commander(s) J-3 and/or J-4.

c. **Supporting Members**

(1) Vice Director for Intelligence, Joint Staff Intelligence Directorate.

(2) Vice Director for Plans, Joint Staff J-5.

(3) Vice Director for Operational Plans and Joint Force Development, Joint Staff Operational Plans and Joint Force Development Directorate (J-7).

(4) USTRANSCOM Director for Operations and Logistics, TC J-3/J-4.

(5) Force Provider (normally United States Joint Forces Command (USJFCOM) J-3 and/or J-4).

(6) Director of Transportation, Energy, and Troop Support, Office of Deputy Chief of Staff for Logistics (ODCSLOG), US Army.

(7) Director, Supply Programs and Policy Division, Deputy Chief of Naval Operations (Logistics), US Navy.

(8) Director, Logistics Plans, Policies, and Strategic Mobility Division, Installation and Logistics Department, US Marine Corps.

(9) Director of Logistics Readiness, Deputy Chief of Staff, Logistics, US Air Force.

(10) DLA J-3 and/or J-4 equivalent.

d. **Secretary of CJCS JTB.** Chief, Mobility Division, J-4, Joint Staff.

4. Management Concept of CJCS JTB

When convened, the CJCS JTB acts for the Chairman of the Joint Chiefs of Staff to communicate President and SecDef priorities and adjudicate competing requirements for intertheater mobility lift assets and/or resolve other issues that negatively impact the DTS and which USTRANSCOM and the supported combatant commander(s) are unable to resolve. USTRANSCOM allocates transportation assets to supported combatant commanders' validated requirements in accordance with the CJCS apportionment guidance and priority assigned to each operation and/or requirement. USTRANSCOM advises the Joint Staff J-3 and J-4 when movement requirements exceed capabilities. The Commander, USTRANSCOM will refer problems with recommended COAs to the Chairman of the Joint Chiefs of Staff for resolution or adjudication if a balance of transportation requirements and capabilities cannot be maintained. Should additional support be required to resolve lift shortfalls, the CJCS JTB may be convened to analyze proposed solutions and develop recommended COAs for CJCS approval.

5. Functions

Once convened, the CJCS JTB will perform the following tasks.

a. Adjudicate competing lift requirements.

b. When required, evaluate COAs being proposed or taken by the Commander, USTRANSCOM to resolve conflicting transportation requirements and make appropriate recommendations to the Chairman of the Joints Chiefs of Staff.

c. Transmit CJCS guidance to the Commander, USTRANSCOM and the supported combatant commanders.

d. Understand the projected operational activities of the combatant commanders and the strategic direction issued by the President and Secretary of Defense to anticipate developing problems or future resource requirements.

e. When needed, provide an interface among supported and supporting combatant commanders, the Commander, USTRANSCOM, the Chiefs of the Services, other agencies, and the Chairman of the Joint Chiefs of Staff on matters concerning transportation.

6. Procedures

CJCS JTB follows the procedures below.

a. As directed by the CJCS JTB chairman, meet in open or general sessions, which may be followed by closed or executive sessions (a video-teleconference may be the most prudent and expedient method).

b. Refer to the Chairman of the Joint Chiefs of Staff matters that cannot be resolved within the CJCS JTB.

c. Coordinate with Defense and other agencies as necessary in connection with CJCS JTB duties.

d. Invite appropriate representatives from agencies involved in issues before the board to attend meetings of the CJCS JTB and/or the CJCS JTB Secretariat.

e. When appropriate, approve the requests of Defense Agencies and other offices to attend meetings of the CJCS JTB and/or the CJCS JTB Secretariat.

f. Establish standing operating procedures.

7. The CJCS JTB Secretariat

The CJCS JTB Secretariat is established as an agency of the CJCS JTB to staff issues and present background, alternatives, and decision packages to the CJCS JTB for consideration. The CJCS JTB Secretariat will include the following members and representatives.

a. **Membership**

(1) **Chairman.** Chief, Mobility Division, J-4, Joint Staff.

(2) **J-3 Representative.** Chief, Joint Operations Division.

(3) **J-5 Representative.** Chief, Strategy Division.

(4) **J-7 Representative.** Chief, Conventional War Plans Division.

(5) **USTRANSCOM Representative.** USTRANSCOM Joint Staff liaison officer.

(6) **Force Provider.** Normally will be USJFCOM Director, J-3 or J-4.

(7) **Army Representative.** Chief, Strategic Mobility Division Director for Force Projection and Distribution, ODCSLOG.

(8) **Air Force Representative.** Chief, Deployment and Distribution Management, Directorate of Logistics Readiness, Deputy Chief of Staff, Installation and Logistics.

(9) **Navy Representative.** Head, Logistics Operations Programs.

(10) **Marine Corps Representative.** Head, Logistics Plans and Operations Branch, Logistics Plans, Policies, and Strategic Mobility Division.

(11) **Reserve and Guard Representative.** Assistants to the Chairman for National Guard and Reserve Matters.

b. **Representation.** The chairman of the CJCS JTB Secretariat will represent J-4, Joint Staff. The secretary and/or recorder, CJCS JTB Secretariat, will be provided by J-4, Joint Staff. When activated, Joint Staff members will provide information, briefing, and administrative support to the CJCS JTB Secretariat as required.

8. Functions of the CJCS JTB Secretariat

The CJCS JTB Secretariat is responsible for the following.

a. Providing continuity for CJCS JTB.

b. Attending all meetings of CJCS JTB.

c. Preparing and publishing standing operating procedures for the conduct of the CJCS JTB and the CJCS JTB Secretariat; furnish support required.

d. Having current transportation and strategic movement requirements and capabilities data updated and available for meetings of the CJCS JTB.

e. Analyzing proposed COAs, evaluating expected results, and preparing presentations of the options for the CJCS JTB meetings.

f. Notifying USTRANSCOM and the CJCS JTB of identified or anticipated DTS problem areas while preparing for the CJCS JTB meetings.

g. Publishing the decisions of the CJCS JTB.

h. Responding to requirements of the CJCS JTB.

i. Providing a record of proceedings of each CJCS JTB and CJCS JTB Secretariat meeting.

j. Tracking the effects of the CJCS JTB actions and reporting them to the CJCS JTB director.

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APPENDIX C
REFERENCES

The development of JP 4-01 is based on the following primary references.

1. Title 10, United States Code.

2. DOD Directive 4500.9, 26 January 1989, *Transportation and Traffic Management*.

3. DOD Directive 4500.43, 28 October 1996, *Operational Support Airlift (OSA)*.

4. DOD Directive 4500.53, 12 December 2000, *Commercial Air Transportation Quality and Safety Review Program*.

5. DOD Directive 4510.11, 2 October 95, *Department of Defense Transportation Engineering*.

6. DOD Directive 5158.4, 8 January 1993, *United States Transportation Command*.

7. DOD Instruction 4100.31, 2 September 1960, *Reports on Single Manager Operations*.

8. DOD Instruction 4500.17, 16 January 1969, *Proceedings Before Transportation Regulatory Bodies*.

9. DOD Instruction 7045.7, 23 May 1984, *Implementation of the Planning, Programming, and Budgeting System (PBBS)*.

10. DOD Regulation 4140.1R, 20 May 1998, *DOD Materiel Management Regulation*.

11. DOD Regulation 4500.9-R, September 2001, *Defense Transportation Regulation, Part I, Passenger Movement*.

12. DOD Regulation 4500.9-R, December 2000, *Defense Transportation Regulation, Part II, Cargo Movement*.

13. DOD Regulation 4500.9-R, November 2001, *Defense Transportation Regulation, Part III, Mobility*.

14. DOD Regulation 4500.9-R, January 2001, *Defense Transportation Regulation, Part V, Department of Defense Customs and Border Clearance Policy and Procedures.*

15. DOD Regulation 4500.9-R-1, 11 April 1997, *Management and Control of DOD Intermodal Container System*, Vol I — *Management and Control of Intermodal Containers*, and Vol II — *Management of System 463L Pallets, Nets, and Tie-down Equipment*.

16. DOD Regulation 4515.13-R, 3 November 1994, *Air Transportation Eligibility*.

17. JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*.

18. JP 3-17, *Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations.*

19. JP 3-35, *Joint Deployment and Redeployment Operations*.

20. JP 4-0, *Doctrine for Logistic Support of Joint Operations*.

21. JP 4-01.2, *Joint Tactics, Techniques, and Procedures for Sealift to Joint Operations*.

22. JP 4-01.3, *Joint Tactics, Techniques, and Procedures for Movement Control*.

23. JP 4-01.4, *Joint Tactics, Techniques, and Procedures for Joint Theater Distribution*.

24. JP 4-01.5, *Joint Tactics, Techniques, and Procedures for Terminal Operations*.

25. JP 4-01.6, *Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS) Operations*.

26. JP 4-01.7, *Joint Tactics, Techniques, and Procedures for Use of Intermodal Containers in Joint Operations*.

27. JP 4-09, *Joint Doctrine for Global Distribution*.

28. JP 6-0, *Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Joint Operations.*

29. CJCSI 3110.01 Series, *Joint Strategic Capabilities Plan (JSCP) for FY XXXX*.

30. CJCSI 3110.11 Series, *Mobility Supplement to Strategic Capabilities Plan for FY XXXX*.

31. CJCSI 4110.01A, *Uniform Material and Issue Priority System – Force/Activity Designators.*

32. CJCSI 4120.01, 24 January 1996, *Uniform Material Movement and Issue Priority System — CJCS Project Codes and Material Allocation Policies During Crisis and War*.

33. CJSCM 3122 Series, *Joint Operation Planning and Execution System and Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution System.*

34. CJCSM 3122.01, *Joint Operations Planning and Execution System VOL I: (Planning Policies and Procedures)*.

35. WWX website, http://public.scott.af.mil/hqamc/wwx/wwx.htm.

APPENDIX D
ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication to: Commander, United States Joint Forces Command, Joint Warfighting Center Code JW100, 116 Lake View Parkway, Suffolk, VA 23435-2697. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

The lead agent and Joint Staff doctrine sponsor for this publication is the Director for Logistics (J-4).

3. Supersession

This publication supersedes JP 4-01, 17 June 1997, *Joint Doctrine for the Defense Transportation System*.

4. Change Recommendations

a. Recommendations for urgent changes to this publication should be submitted:

TO: JOINT STAFF WASHINGTON DC//J4-MD//
INFO: JOINT STAFF WASHINGTON DC//J7-JDETD//

Routine changes should be submitted to the Director for Operational Plans and Joint Force Development (J-7), JDETD, 7000 Joint Staff Pentagon, Washington, DC 20318-7000, with info copies to the USJFCOM JWFC.

b. When a Joint Staff directorate submits a proposal to the Chairman of the Joint Chiefs of Staff that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal. The Military Services and other organizations are requested to notify the Director, J-7, Joint Staff, when changes to source documents reflected in this publication are initiated.

c. Record of Changes:

CHANGE NUMBER	COPY NUMBER	DATE OF CHANGE	DATE ENTERED	POSTED BY	REMARKS

5. Distribution

a. Additional copies of this publication can be obtained through Service publication centers listed below (initial contact) or the USJFCOM JWFC in the event that the joint publication is not available from the Service.

b. Only approved joint publications and joint test publications are releasable outside the combatant commands, Services, and Joint Staff. Release of any classified joint publication to foreign governments or foreign nationals must be requested through the local embassy (Defense Attaché Office) to DIA Foreign Liaison Branch, PO-FL, Room 1E811, 7400 Defense Pentagon, Washington, DC 20301-7400.

c. Additional copies should be obtained from the Military Service assigned administrative support responsibility by DOD Directive 5100.3, 15 November 1999, *Support of the Headquarters of Unified, Specified, and Subordinate Joint Commands*.

Army:	US Army AG Publication Center SL 1655 Woodson Road Attn: Joint Publications St. Louis, MO 63114-6181
Air Force:	Air Force Publications Distribution Center 2800 Eastern Boulevard Baltimore, MD 21220-2896
Navy:	CO, Naval Inventory Control Point 700 Robbins Avenue Bldg 1, Customer Service Philadelphia, PA 19111-5099
Marine Corps:	Commander (Attn: Publications) 814 Radford Blvd, Suite 20321 Albany, GA 31704-0321
Coast Guard:	Commandant Coast Guard (G-OPD), US Coast Guard 2100 2nd Street, SW Washington, DC 20593-0001
	Commander USJFCOM JWFC Code JW2102 Doctrine Division (Publication Distribution) 116 Lake View Parkway Suffolk, VA 23435-2697

d. Local reproduction is authorized and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified joint publications must be in accordance with DOD Regulation 5200.1-R, *Information Security Program*.

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GLOSSARY

PART I — ABBREVIATIONS AND ACRONYMS

ACSA	acquisition and cross-servicing agreement
AIT	automated identification technology
AMC	Air Mobility Command
AMD	air mobility division
AMX	air mobility express
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
APS	Army pre-positioned stocks
ARC	air Reserve Components
C2	command and control
C4	command, control, communications, and computers
C4I	command, control, communications, computers, and intelligence
CHE	container handling equipment
CIO	chief information officer
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
COA	course of action
COCOM	combatant command (command authority)
CONOPS	concept of operations
CONPLAN	operation plan in concept format
CONUS	continental United States
CRAF	civil reserve air fleet
CULT	common-user land transportation
DA	Department of the Army
DFRIF	Defense Freight Railway Interchange Fleet
DHHS	Department of Health and Human Services
DIA	Defense Intelligence Agency
DIRMOBFOR	director of mobility forces
DLA	Defense Logistics Agency
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOS	Department of State
DOT	Department of Transportation
DOTEO	Department of Transportation emergency organization
DTS	Defense Transportation System

EDI	electronic data interchange
EUSCS	effective United States-controlled ships
FAA	Federal Aviation Administration
FAD	force activity designator
FEMA	Federal Emergency Management Agency
FHA	foreign humanitarian assistance
FHWA	Federal Highway Administration
FMS	foreign military sales
FRA	Federal Railroad Administration
FSS	fast sealift ships
FY	fiscal year
GATES	Global Air Transportation Execution System
GCCS	Global Command and Control System
GDSS	Global Decision Support System
GSA	General Services Administration
GTM	global transportation management
GTN	Global Transportation Network
HN	host nation
HNS	host-nation support
HQ	headquarters
ITV	in-transit visibility
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
J-5	plans directorate of a joint staff
J-7	Operational Plans and Joint Force Development Directorate, Joint Staff
JA/ATT	joint airborne/air transportability training
JFC	joint force commander
JLOC	Joint Logistics Operations Center
JLOTS	joint logistics over-the-shore
JMC	joint movement center
JMCG	Joint Mobility Control Group
JOPES	Joint Operation Planning and Execution System
JP	joint publication
JPAG	joint planning advisory group
JPEC	joint planning and execution community
JRSOI	joint reception, staging, onward movement, and integration
JSCP	Joint Strategic Capabilities Plan
JTB	Joint Transportation Board
JTMS	joint training master schedule

LASH	lighter aboard ship
LMSR	large, medium speed roll-on/roll-off
LOC	line of communications
MARAD	Maritime Administration
MEB	Marine expeditionary brigade
MHE	materials handling equipment
MILSTRIP	military standard requisitioning and issue procedure
MPF	maritime pre-positioning force
MPSRON	maritime pre-positioning ships squadron
MSC	Military Sealift Command
MTF	medical treatment facility
MTMC	Military Traffic Management Command
MTMCTEA	Military Traffic Management Command Transportation Engineering Agency
NAOC	national airborne operations center
NATO	North Atlantic Treaty Organization
NDRF	National Defense Reserve Fleet
NOAA	National Oceanic and Atmospheric Administration
OCONUS	outside the continental United States
ODCSLOG	Office of the Deputy Chief of Staff for Logistics (US Army)
OET	Office of Emergency Transportation
OFDA	Office of Foreign Disaster Assistance
OPCON	operational control
OPDS	offshore petroleum discharge system
OPLAN	operation plan
OPORD	operation order
OSA	operational support airlift
PM	patient movement
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oils, and lubricants
PREPO	pre-positioned force, equipment, or supplies
RO/RO	roll-on/roll-off
RRF	Ready Reserve Force
SAAM	special assignment airlift mission
SecDef	Secretary of Defense
SECTRANS	Secretary of Transportation

SPOD	seaport of debarkation
SPOE	seaport of embarkation
SPM	single port manager
TACC	Tanker Airlift Control Center
TCC	transportation component command
TCN	transportation control number
TDD	time definite delivery
TDMC	theater distribution management cell
T-JTB	Theater-Joint Transportation Board
TPFDD	time-phased force and deployment data
UMMIPS	uniform material movement and issue priority system
UND	urgency of need designator
USC	United States Code
USDA	United States Department of Agriculture
USG	United States Government
USJFCOM	United States Joint Forces Command
USPS	United States Postal Service
USTRANSCOM	United States Transportation Command
VISA	Voluntary Intermodal Sealift Agreement
VTA	voluntary tanker agreement
WASP	war air service program
WPS	Worldwide Port System
WWX	worldwide express

acquisition and cross-servicing agreement. Agreements negotiated on a bilateral basis with US allies or coalition partners that allow US forces to exchange most common types of support, including food, fuel, transportation, ammunition, and equipment. Authority to negotiate these agreements is usually delegated to the combatant commander by the Secretary of Defense. Authority to execute these agreements lies with the Secretary of Defense, and may or may not be delegated. Governed by legal guidelines, these agreements are used for contingencies, peacekeeping operations, unforeseen emergencies, or exercises to correct logistic deficiencies that cannot be adequately corrected by national means. The support received or given is reimbursed under the conditions of the acquisition and cross-servicing agreement. Also called ACSA. (JP 1-02)

air mobility. The rapid movement of personnel, materiel and forces to and from or within a theater by air. This includes both airlift and air refueling. (JP 1-02)

Air Mobility Command. The Air Force component command of the US Transportation Command. Also called AMC. (JP 1-02)

air mobility division. Located in the joint air operations center to plan, coordinate, task, and execute the air mobility mission. Consists of the air mobility control team, airlift control team, aerial refueling control team, aeromedical evacuation control team, and the air mobility element. Coordinates with the joint force commander's movement requirements and control authority, the theater air mobility operations control center, if established, and the Air Mobility Command's tanker/airlift control center, as required. Also called AMD. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

allocation (transportation). Distribution by designated authority of available transport capability to users. (JP 1-02)

apportionment. In the general sense, distribution for planning of limited resources among competing requirements. Specific apportionments (e.g., air sorties and forces for planning) are described as apportionment of air sorties and forces for planning, etc. (JP 1-02)

automated identification technology. A suite of tools for facilitating total asset visibility (TAV) source data capture and transfer. Automated identification technology (AIT) includes a variety of devices, such as bar codes, magnetic strips, optical memory cards, and radio frequency tags for marking or "tagging" individual items, multi-packs, equipment, air pallets, or containers, along with the hardware and software required to create the devices, read the information on them, and integrate that information with other logistic information. AIT integration with logistic information systems is key to the Department of Defense's TAV efforts. Also called AIT. (JP 1-02)

channel airlift. Common-user airlift service provided on a scheduled basis between two points. There are two types of channel airlift. A requirements channel serves two or more points on a scheduled basis depending upon the volume of traffic; a frequency channel is time-based and serves two or more points at regular intervals. (JP 1-02)

civil reserve air fleet. A program in which the Department of Defense contracts for the services of specific aircraft, owned by a US entity or citizen, during national emergencies and defense-oriented situations when expanded civil augmentation of military airlift activity is required. These aircraft are allocated, in accordance with Department of Defense requirements, to segments, according to their capabilities, such as international long range and short range cargo and passenger sections, national (domestic and Alaskan sections) and aeromedical evacuation and other segments as may be mutually agreed upon by the Department of Defense and the Department of Transportation. Also called CRAF. (JP 1-02)

civil transportation. The movement of persons, property, or mail by civil facilities, and the resources (including storage, except that for agricultural and petroleum products) necessary to accomplish the movement. (Excludes transportation operated or controlled by the military as well as petroleum and gas pipelines.) (JP 1-02)

combatant command (command authority). Nontransferable command authority established by title 10 ("Armed Forces"), United States Code, section 164, exercised only by commanders of unified or specified combatant commands unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combat commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). Also called COCOM. (JP 1-02)

common operating environment. Automation services that support the development of the common reusable software modules that enable interoperability across multiple combat support applications. This includes segmentation of common software modules from existing applications, integration of commercial products, development of a common architecture, and development of common tools for application developers. Also called COE. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

common use. Services, materiel, or facilities provided by a Department of Defense agency or a Military Department on a common basis for two or more Department of Defense agencies, elements, or other organizations as directed. (JP 1-02)

common-use container. Any Department of Defense-owned, -leased, or -controlled 20- or 40-foot International Organization for Standardization container managed by US Transportation Command as an element of the Department of Defense common-use container system. (JP 1-02)

common-user airlift service. The airlift service provided on a common basis for all Department of Defense agencies and, as authorized, for other agencies of the US Government. (JP 1-02)

common-user military land transportation. Point-to-point land transportation service operated by a single Service for common use by two or more Services. (JP 1-02)

common-user network. A system of circuits or channels allocated to furnish communication paths between switching centers to provide communication service on a common basis to all connected stations or subscribers. It is sometimes described as a general purpose network. (JP 1-02)

common-user ocean terminals. A military installation, part of a military installation, or a commercial facility operated under contract or arrangement by the Military Traffic Management Command that regularly provides for two or more Services terminal functions of receipt, transit storage or staging, processing, and loading and unloading of passengers or cargo aboard ships. (JP 1-02)

common-user sealift. The sealift services provided on a common basis for all Department of Defense agencies and, as authorized, for other agencies of the US Government. The Military Sealift Command, a transportation component command of the US Transportation Command, provides common-user sealift for which users reimburse the transportation accounts of the Transportation Working Capital Fund. See also Military Sealift Command; Military Traffic Management Command; transportation component command. (JP 1-02)

common-user transportation. Transportation and transportation services provided on a common basis for two or more Department of Defense (DOD) agencies and, as authorized, non-DOD agencies. Common-user assets are under the combatant command (command authority) of Commander, United States Transportation Command, excluding Service-organic or theater-assigned transportation assets. See common use. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

container. An article of transport equipment that meets American National Standards Institute/ International Organization for Standardization standards that is designed to be transported by various modes of transportation. These containers are also designed to facilitate and

optimize the carriage of goods by one or more modes of transportation without intermediate handling of the contents and equipped with features permitting its ready handling and transfer from one mode to another. Containers may be fully enclosed with one or more doors, open top, refrigerated, tank, open rack, gondola, flatrack, and other designs. See also containerization. (JP 1-02)

container-handling equipment. Items of materials-handling equipment required to specifically receive, maneuver, and dispatch International Organization for Standardization containers. Also called CHE. (JP 1-02)

containerization. The use of containers to unitize cargo for transportation, supply, and storage. Containerization incorporates supply, transportation, packaging, storage, and security together with visibility of container and its contents into a distribution system from source to user. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

continental United States. United States territory, including the adjacent territorial waters, located within North America between Canada and Mexico. Also called CONUS. (JP 1-02)

contingency response program. Fast reaction transportation procedures intended to provide for priority use of land transportation assets by Department of Defense when required. Also called CORE. See also transportation emergency. (JP 1-02)

Critical Infrastructure Protection. Department of Defense (DOD) program to identify and protect assets critical to the Defense Transportation System. Loss of a critical asset would result in failure to support the mission of a combatant commander. Assets include worldwide DOD, commercial, and civil physical and command, control, communications, computers, and intelligence infrastructures. (Approved for inclusion in the next edition of JP 1-02).

Defense Transportation System. That portion of the Nation's transportation infrastructure that supports Department of Defense common-user transportation needs across the range of military operations. It consists of those common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by the Department of Defense. Also called DTS. See also common-user transportation. (JP 1-02)

deployment database. The Joint Operation Planning and Execution System database containing the necessary information on forces, materiel, and filler and replacement personnel movement requirements to support execution. The database reflects information contained in the refined time-phased force and deployment data from the deliberate planning process or developed during the various phases of the crisis action planning process, and the movement schedules or tables developed by the transportation component commands to support the deployment of required forces, personnel, and materiel. (JP 1-02)

Director of Mobility Forces. Normally a senior officer who is familiar with the area of responsibility or joint operations area and possesses an extensive background in air mobility operations. When established, the Director of Mobility Forces serves as the designated agent for all air mobility issues in the area of responsibility or joint operations area, and for other duties as directed. The Director of Mobility Forces exercises coordinating authority between the air operations center (or appropriate theater command and control node), the tanker airlift control center, the air mobility operations control center (when established and when supporting subordinate command objectives), and the joint movement center, in order to expedite the resolution of air mobility issues. The Director of Mobility Forces may be sourced from the theater's organizations or US Transportation Command. Additionally, the Director of Mobility Forces, when designated, will ensure the effective integration of intertheater and intratheater air mobility operations, and facilitate the conduct of intratheater air mobility operations. Also called DIRMOBFOR. (JP 1-02)

distribution. 1. The arrangement of troops for any purpose, such as a battle, march, or maneuver. 2. A planned pattern of projectiles about a point. 3. A planned spread of fire to cover a desired frontage or depth. 4. An official delivery of anything, such as orders or supplies. 5. The operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the geographic combatant commander. 6. The process of assigning military personnel to activities, units, or billets. (JP 1-02)

distribution system. That complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military materiel between the point of receipt into the military system and the point of issue to using activities and units. (JP 1-02)

eligible traffic. Traffic for which movement requirements are submitted and space is assigned or allocated. Such traffic must meet eligibility requirements specified in Joint Travel Regulations for the Uniformed Services and publications of the Department of Defense and Military Departments governing eligibility for land, sea, and air transportation, and be in accordance with the guidance of the Joint Chiefs of Staff. (JP 1-02)

Global Air Transportation Execution System. The Air Mobility Command's aerial port operations and management information system designed to support automated cargo and passenger processing, the reporting of in-transit visibility data to the Global Transportation Network, and billing to Air Mobility Command's financial management directorate. Also called GATES. (JP 1-02)

Global Command and Control System. Highly mobile, deployable command and control system supporting forces for joint and multinational operations across the range of military operations, any time and anywhere in the world with compatible, interoperable, and integrated command, control, communications, computers, and intelligence systems. Also called GCCS. (JP 1-02)

Global Decision Support System. Command and control system for Air Mobility Command's mobility airlift and air refueling assets. Provides aircraft schedules, arrival and/or departure, and aircraft status data to support in-transit visibility of aircraft and aircrews. Also called GDSS. (JP 1-02)

global transportation management. The integrated process of satisfying transportation requirements using the Defense Transportation System to meet national security objectives. The process begins with planning, programming, and budgeting for transportation assets, services, and associated systems and continues through delivery of the user's transportation movement requirements. Also called GTM. See also Defense Transportation System; Global Transportation Network. (JP 1-02)

Global Transportation Network. The automated support necessary to enable US Transportation Command and its components to provide global transportation management. The Global Transportation Network provides the integrated transportation data and systems necessary to accomplish global transportation planning, command and control, and in-transit visibility across the range of military operations. The designated Department of Defense in-transit visibility system provides customers with the ability to track the identity, status, and location of Department of Defense units and non-unit cargo, passengers, patients, forces, and military and commercial airlift, sealift, and surface assets from origin to destination across the range of military operations. The Global Transportation Network collects, integrates, and distributes transportation information to combatant commanders, Services, and other Department of Defense customers. Global Transportation Network provides US Transportation Command with the ability to perform command and control operations, planning and analysis, and business operations in tailoring customer requirements throughout the requirements process. Also called GTN. See also global transportation management; in-transit visibility; United States Transportation Command. (JP 1-02)

host nation. A nation that receives the forces and/or supplies of allied nations, coalition partners, and/or NATO organizations to be located on, to operate in, or to transit through its territory. Also called HN. (JP 1-02)

host-nation support. Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crisis or emergencies, or war based on agreements mutually concluded between nations. Also called HNS. (JP 1-02)

intermodal systems. Specialized transportation facilities, assets, and handling procedures designed to create a seamless transportation system by combining multimodal operations and facilities during the shipment of cargo. (JP 1-02)

intertheater airlift. The common-user airlift linking theaters to the continental United States and to other theaters as well as the airlift within the continental United States. The majority of these air mobility assets are assigned to the Commander, United States Transportation Command. Because of the intertheater ranges usually involved, intertheater airlift is normally conducted by the heavy, longer range, intercontinental airlift assets but may be augmented

with shorter range aircraft when required. Formerly referred to as "strategic airlift." (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

intertheater traffic. Traffic between theaters exclusive of that between the continental United States and theaters. (JP 1-02)

in-transit visibility. The ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oil, and lubricants) and passengers; patients; and personal property from origin to consignee or destination across the range of military operations. Also called ITV. See also Global Transportation Network. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

Joint Logistics Operations Center. The Joint Logistics Operations Center is the current operations division within the Logistics Directorate of the Joint Staff. It monitors crisis, exercises, and interagency actions. It also works acquisition and cross-servicing agreements as well as international logistics. The Joint Logistics Operations Center reviews deployment orders produced by the Operations Directorate of the Joint Staff for logistic issues and ensures the correct airlift priority code is assigned. Also called JLOC. (Approved for inclusion in the next edition of JP 1-02).

Joint Mobility Control Group. The Joint Mobility Control Group is the focal point for coordinating and optimizing transportation operations. This group is comprised of seven essential elements. The primary elements are US Transportation Command's Mobility Control Center, Joint Operational Support Airlift Center, Global Patient Movement Requirements Center, Tanker/Airlift Control Center, Military Sealift Command's Command Center, Military Traffic Management Command's Command Operations, and the Joint Intelligence Center-US Transportation Command. Also called JMCG. See also United States Transportation Command. (JP 1-02)

joint movement center. The center established to coordinate the employment of all means of transportation (including that provided by allies or host nations) to support the concept of operations. This coordination is accomplished through establishment of transportation policies within the assigned operational area, consistent with relative urgency of need, port and terminal capabilities, transportation asset availability, and priorities set by a joint force commander. Also called JMC. (JP 1-02)

Joint Operation Planning and Execution System. A system that provides the foundation for conventional command and control by national- and combatant command-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. Joint Operation Planning and Execution System (JOPES) includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. JOPES is used to monitor, plan,

and execute mobilization, deployment, employment, and sustainment and redeployment activities associated with joint operations. Also called JOPES. (JP 1-02)

joint reception, staging, onward movement, and integration. A phase of joint force projection occurring in the operational area. This phase comprises the essential processes required to transition arriving personnel, equipment, and materiel into forces capable of meeting operational requirements. Also called JRSOI. (JP 1-02)

Joint Transportation Board. Responsible to the Chairman of Joint Chiefs of Staff, the Joint Transportation Board assures that common-user transportation resources assigned or available to the Department of Defense (DOD) are allocated as to achieve maximum benefit in meeting DOD objectives. Also called JTB. See also common-user transportation. (JP 1-02)

line of communications. A route, either land, water, and/or air, that connects an operating military force with a base of operations and along which supplies and military forces move. Also called LOC. (JP 1-02)

logistics over-the-shore operations. The loading and unloading of ships without the benefit of deep draft-capable, fixed port facilities in friendly or non-defended territory and, in time of war, during phases of theater development in which there is no opposition by the enemy; or as a means of moving forces closer to tactical assembly areas dependent on threat force capabilities. Also called LOTS operations. (JP 1-02)

Military Sealift Command. A major command of the US Navy, and the US Transportation Command's component command responsible for designated common-user sealift transportation services to deploy, employ, sustain, and redeploy US forces on a global basis. Also called MSC. (JP 1-02)

Military Traffic Management Command. A major command of the US Army, and the US Transportation Command's component command responsible for designated continental United States land transportation as well as common-user water terminal and traffic management service to deploy, employ, sustain, and redeploy US forces on a global basis. Also called MTMC. (JP 1-02)

national emergency. A condition declared by the President or the Congress by virtue of powers previously vested in them that authorize certain emergency actions to be undertaken in the national interest. Action to be taken may include partial, full, or total mobilization of national resources. (JP 1-02)

operational control. Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces

must be specified by the Secretary of Defense. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON. (JP 1-02)

operational level of war. The level of war at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives within theaters or other operational areas. Activities at this level link tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events. These activities imply a broader dimension of time or space than do tactics; they ensure the logistic and administrative support of tactical forces, and provide the means by which tactical successes are exploited to achieve strategic objectives. (JP 1-02)

operational support airlift. Operational support airlift (OSA) missions are movements of high-priority passengers and cargo with time, place, or mission-sensitive requirements. OSA aircraft are those fixed-wing aircraft acquired and/or retained exclusively for OSA missions, as well as any other Department of Defense-owned or controlled aircraft, fixed- or rotary-wing, used for OSA purposes. Also called OSA. (JP 1-02)

Ready Reserve Force. A force composed of ships acquired by the Maritime Administration (MARAD) with Navy funding and newer ships acquired by the MARAD for the National Defense Reserve Fleet (NDRF). Although part of the NDRF, ships of the Ready Reserve Force are maintained in a higher state of readiness and can be made available without mobilization or congressionally declared state of emergency. Also called RRF. (JP 1-02)

Service component command. A command consisting of the Service component commander and all those Service forces, such as individuals, units, detachments, organizations, and installations under the command, including the support forces that have been assigned to a combatant command or further assigned to a subordinate unified command or joint task force. (JP 1-02)

Service-organic transportation assets. Transportation assets that are: a. Assigned to a Military Department for functions of the Secretaries of the Military Departments set forth in Sections 3013(b), 5013(b), and 8013(b) of Title 10 of the United States Code, including administrative functions (such as motor pools), intelligence functions, training functions, and maintenance

functions; b. Assigned to the Department of the Army for the execution of the missions of the Army Corps of Engineers; c. Assigned to the Department of the Navy as the special mission support force of missile range instrumentation ships, ocean survey ships, cable ships, oceanographic research ships, acoustic research ships, and naval test support ships; the naval fleet auxiliary force of fleet ammunition ships, fleet stores ships, fleet ocean tugs, and fleet oilers; hospital ships; and Navy Unique Fleet Essential Airlift Aircraft to provide delivery of passengers and/or cargo from forward Air Mobility Command channel hubs to mobile fleet units; Marine Corps intermediate maintenance activity ships, Marine Corps helicopter support to senior Federal officials; and, prior to the complete discharge of cargo, maritime pre-positioning ships; d. Assigned to the Department of the Air Force for search and rescue, weather reconnaissance, audiovisual services, and aeromedical evacuation functions, and transportation of senior Federal officials. (This term and its definition modify the existing term "Service-unique transportation assets" and its definition and are approved for inclusion in the next edition of JP 1-02).

single manager. A Military Department or Agency designated by the Secretary of Defense to be responsible for management of specified commodities or common service activities on a Department of Defense-wide basis. (This term and its definition modify the existing term "Department of Defense single manager" and its definition and are approved for inclusion in the next edition of JP 1-02).

single manager for transportation. The United States Transportation Command is the Department of Defense single manager for transportation, other than Service-organic or theater-assigned transportation assets. See also Service-organic transportation assets; theater-assigned transportation assets; United States Transportation Command. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

single port manager. Through its transportation component commands, US Transportation Command is the Department of Defense-designated single port manager for all common-user aerial and sea ports worldwide. The single port manager performs those functions necessary to support the strategic flow of the deploying forces' equipment and sustainment from the aerial and sea port of embarkation and hand-off to the combatant commander in the aerial and sea port of debarkation (APOD and SPOD). The single port manager is responsible for providing strategic deployment status information to the combatant commander and to manage workload of the APOD and SPOD operator based on the commander's priorities and guidance. The single port manager is responsible through all phases of the theater aerial and sea port operations continuum, from an unimproved airfield and bare beach deployment to a commercial contract supported deployment. Also called SPM. (JP 1-02)

space assignment. An assignment to the individual Departments/Services by the appropriate transportation operating agency of movement capability which completely or partially satisfies the stated requirements of the Department/Services for the operating month and

that has been accepted by them without the necessity for referral to the Joint Transportation Board for allocation. (JP 1-02)

special assignment airlift requirements. Airlift requirements, including Chairman of the Joint Chiefs of Staff -directed or -coordinated exercises, that require special consideration due to the number of passengers involved, weight or size of cargo, urgency of movement, sensitivity, or other valid factors that preclude the use of channel airlift. See also channel airlift. (JP 1-02)

strategic level of war. The level of war at which a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) security objectives and guidance, and develops and uses national resources to accomplish these objectives. Activities at this level establish national and multinational military objectives; sequence initiatives; define limits and assess risks for the use of military and other instruments of national power; develop global plans or theater war plans to achieve these objectives; and provide military forces and other capabilities in accordance with strategic plans. (JP 1-02)

strategic mobility. The capability to deploy and sustain military forces worldwide in support of national strategy. (JP 1-02)

strategic sealift. The afloat pre-positioning and ocean movement of military materiel in support of US and multinational forces. Sealift forces include organic and commercially acquired shipping and shipping services, including chartered foreign-flag vessels and associated shipping services. (JP 1-02)

supporting forces. Forces stationed in or to be deployed to an operational area to provide support for the execution of an operation order. Combatant command (command authority) of supporting forces is not passed to the supported commander. (JP 1-02)

tactical level of war. The level of war at which battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces. Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. (JP 1-02)

theater. The geographical area outside the continental United States for which a commander of a combatant command has been assigned responsibility. (JP 1-02)

theater-assigned transportation assets. Transportation assets that are assigned under the combatant command (command authority) of a geographic combatant commander. See also combatant command (command authority); single manager for transportation. (JP 1-02)

theater distribution. The flow of personnel, equipment, and materiel within theater to meet the geographic combatant commander's missions. (JP 1-02)

theater distribution management. The function of optimizing the distribution networks to achieve the effective and efficient flow of personnel, equipment, and materiel to meet the combatant commander's requirements. (JP 1-02)

theater distribution system. A distribution system comprised of four independent and mutually supported networks within theater to meet the geographic combatant commander's requirements: the physical network; the financial network; the information network; and the communications network. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

time-phased force and deployment data. The Joint Operation Planning and Execution System database portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including the following: a. In-place units; b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation; c. Routing of forces to be deployed; d. Movement data associated with deploying forces; e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces; and f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. Also called TPFDD. (JP 1-02)

traffic management. The direction, control, and supervision of all functions incident to the procurement and use of freight and passenger transportation services. (JP 1-02)

transportation component command. The three component commands of United States Transportation Command: Air Force Air Mobility Command; Navy Military Sealift Command; and Army Military Traffic Management Command. Each transportation component command remains a major command of its parent Service and continues to organize, train, and equip its forces as specified by law. Each transportation component command also continues to perform Service-unique missions. Also called TCC. (JP 1-02)

transportation emergency. A situation created by a shortage of normal transportation capability and of a magnitude sufficient to frustrate military movement requirements, and which requires extraordinary action by the President or other designated authority to ensure continued movement of essential Department of Defense traffic. (JP 1-02)

transportation movement requirement. The need for transport of units, personnel, or materiel from a specified origin to a specified destination within a specified timeframe. (JP 1-02)

transportation priorities. Indicators assigned to eligible traffic that establish its movement precedence. Appropriate priority systems apply to the movement of traffic by sea and air. In times of emergency, priorities may be applicable to continental United States movements by land, water, or air. (JP 1-02)

transportation system. All the land, water, and air routes and transportation assets engaged in the movement of US forces and their supplies across the range of military operations, involving both mature and immature theaters and at the strategic, operational, and tactical levels of war. (JP 1-02)

United States Transportation Command. The unified command with the mission to provide strategic air, land, and sea transportation and common-user port management for the Department of Defense across the range of military operations. Also called USTRANSCOM. See also global transportation network; single port manager; transportation component command. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

Voluntary Intermodal Sealift Agreement. The objective of the Voluntary Intermodal Sealift Agreement is to provide the Department of Defense (DOD) with assured access to US flag assets, both vessel capacity and intermodal systems, to meet DOD contingency requirements. This concept is modeled after DOD's civil reserve air fleet program. Carriers contractually commit specified portions of their fleet to meet time-phased DOD contingency requirements. Also called VISA. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02).

Worldwide Port System. Automated information system to provide cargo management and accountability to water port and regional commanders while providing in-transit visibility to the Global Transportation Network . Also called WPS. (Approved for inclusion in the next edition of JP 1-02).

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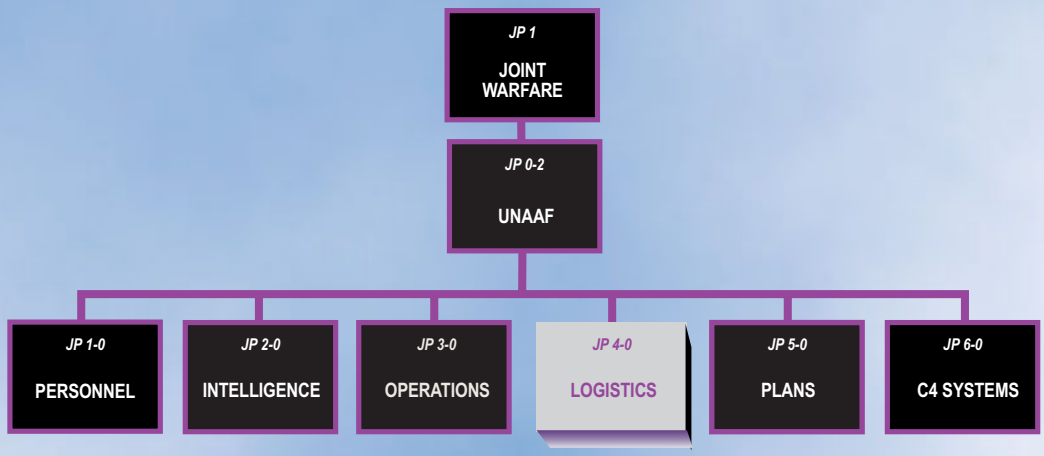
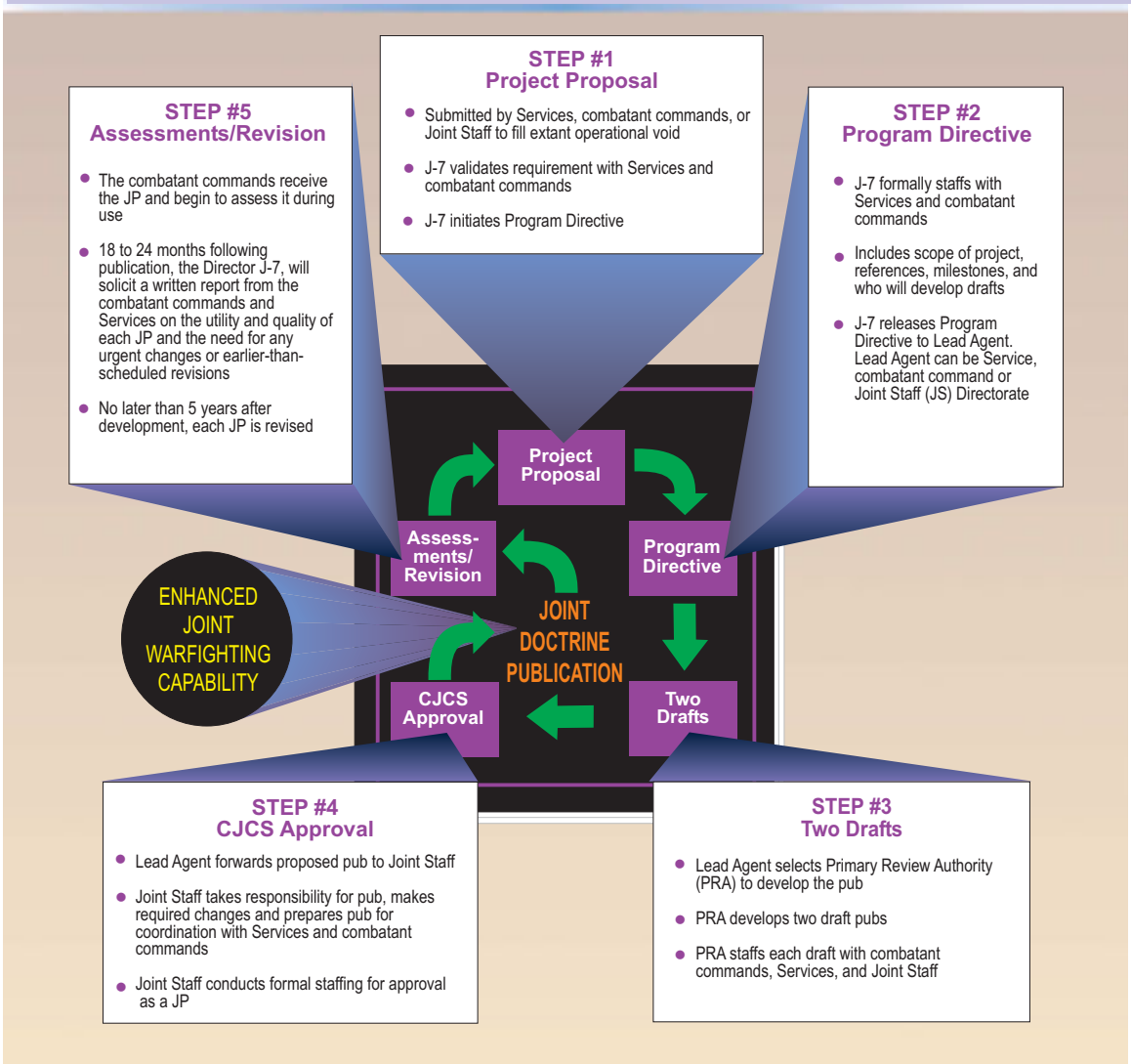


All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy as shown in the chart above. **Joint Publication (JP) 4-01** is in the **Logistics** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

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