

Joint Publication 4-01.3



Joint Tactics, Techniques, and Procedures for Movement Control



9 April 2002



PREFACE

1. Scope

The joint tactics, techniques, and procedures (JTTP) in this publication cover the integration, management, and utilization of common-user air, sea, and land transportation. Its focus is on the supported combatant command level.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth doctrine and selected JTTP 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 and selected tactics, techniques, and procedures 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 selected tactics, techniques, and procedures 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 (or JTTP) 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:



JOHN P. ABIZAID
Lieutenant General, USA
Director, Joint Staff

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EXECUTIVE SUMMARY

COMMANDER'S OVERVIEW

- **Provides an Overview of Movement Control**
 - **Discusses Intertheater Movement Control**
 - **Covers the Theater Movement Control System**
-

Movement Control Overview

A well-defined, integrated transportation system is important to successful joint operations.

The employment of military forces and combat power decides the outcome of campaigns and operations. The success of these forces often depends on effective support and sound, timely deployment. The **three elements** of a transportation system are **mode operations** (land, sea, air), **terminal operations**, and **movement control**. Movement control is the most critical component of the system. It entails the coordination of all modes of transportation assets, terminals, Services, commands, and host nation assets during deployment, sustainment, and redeployment. **Force deployments occur in four phases:** predeployment activities; movement to and activities at the port of embarkation; movement to the port of debarkation; and joint reception, staging, onward movement, and integration. The complexity of the transportation system requires that both the providers and users develop integrated and feasible movement plans.

An effective interface between the intertheater and intratheater movement systems is crucial.

Based on the type of Service support agreement, **the geographic combatant commander assigns logistic responsibilities**; either the dominant-user or the most-capable-Service concept may be used. **Movement control** consists of (a) the planning, routing, scheduling, and controlling of common-user assets; and (b) maintenance of in-transit visibility (ITV) to assist commanders and staffs in force tracking. The **five movement control principles** form the foundation for management of all transportation operations. They include centralized control and decentralized execution, fluid and flexible movements, regulated movements, maximized use of delivery capability, and forward support. **The functions of movement control** include planning, apportioning, allocating, deconflicting, validating priorities, coordinating movements, and maintaining or updating ITV systems.

Intertheater Movement Control

The Defense Transportation System, the Joint Operation Planning and Execution System, and the Global Transportation Network play important roles in intertheater movement control.

The **Defense Transportation System (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. The **Joint Operation Planning and Execution System (JOPES)** is an integrated command and control (C2) system that provides information to senior decision makers concerning joint plans and operations. JOPES includes joint operation planning policies, procedures, and reporting structures, and is supported by automated communication and data processing systems. Decision makers use JOPES to plan, execute, and monitor mobilization, deployment, employment, sustainment, and redeployment activities. The **Global Transportation Network (GTN)** is a DTS-automated system for managing cargo and passenger movements. GTN is the DOD ITV system, and it provides C2 functionality for the United States Transportation Command (USTRANSCOM).

The intertheater movement control process covers moves planned under both the deliberate and crisis action planning process.

The **deliberate planning process** focuses on the time-phasing of movements and the assignment of transportation resources to support initial deployments for a set period. This period is normally the first 90 days after commencement of deployment. **Crisis action** movement control follows the basic process of deliberate planning. The fundamental difference between crisis action and deliberate planning is the reduced amount of time available to allocate resources, schedule movements, and identify threats to transportation assets. Peacetime movement control and execution procedures are the same as those used in wartime.

United States Transportation Command is the transportation manager for the Department of Defense.

USTRANSCOM is responsible for providing transportation and common-user port management for the Department of Defense as well as non-DOD agencies upon request. It has three subordinate transportation component commands (TCCs): Air Mobility Command, Military Sealift Command, and Military Traffic Management Command. USTRANSCOM coordinates the efforts of the TCCs with the supported and supporting combatant commands. The integration of the intertheater and intratheater movement control systems is the shared responsibility of USTRANSCOM and the supported combatant command. The efficient exchange of information between commands is vital to successful transportation operations.

Theater Movement Control System

The nature of the theater, composition of the force, and agreements with the host nation affect the procedures used for movement control operations.

The geographic combatant commander has a wide range of options for performing movement control. Subordinate joint force commanders and Service components may be directed to carry out their own movement control, or the commander may establish a theater joint transportation board, a joint movement center (JMC), or both. However, to ensure a fully integrated and responsive transportation system, **the geographic combatant commander should consider assigning responsibility** for theater transportation movement control **to a single joint office, which is the JMC**. The JMC must plan, allocate, coordinate, and deconflict transportation, as well as establish and operate an ITV system to assist in tracking theater movements. The JMC establishes the location, identity, and communications facilities of nodes in the transportation system. It also promulgates tasking procedures, cycles, and deadlines. **The theater combatant command movement control plan** is key to a sound movement control system. The plan should integrate the transportation capabilities of the component commands. It should produce a movement control system with centralized control and decentralized execution. The theater combatant command movement control plan must also consider the effects of patient movement, retrograde activities, disposition of enemy prisoners of war, refugee traffic, humanitarian missions, and host-nation requirements on potential movements.

CONCLUSION

The joint tactics, techniques, and procedures in this publication cover the integration, management, and utilization of common-user air, sea, and land transportation. The focus of this publication is on the supported combatant command level. Intertheater and intratheater movement control procedures are discussed in detail herein.

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CHAPTER I

MOVEMENT CONTROL OVERVIEW

“Many generals have failed in war because they neglected to ensure that what they wanted to achieve operationally was commensurate with their administrative resources. . .”

Field Marshal Montgomery

1. Purpose

This chapter contains an overview of joint movement control. It demonstrates **the importance and necessity of a well-defined and integrated transportation system to successful operations, and describes the four phases of force deployment.** This chapter describes the theater logistic concept and the two methods, dominant-user or most-capable-Service, that are commonly used for implementing movement control support. It defines movement control and describes how joint movement control, reception methodology, and terminal operations work in unison to produce an efficient, effective transportation system. This chapter concludes with five principles and six functions of movement control.

2. Introduction

a. The employment of military forces and combat power decides the outcome of campaigns and operations. The successful employment of military forces depends on the implementation of movement control policies, procedures, and programs guided by the supported commander’s priorities. Movement control spans the strategic, operational, and tactical levels of war to ensure that the transportation system is fully integrated and operating at peak efficiency. Inadequate control of logistic movement results in waste, reduced efficiency, and loss of potential combat power.

b. **The three elements of a transportation system, shown in Figure I-1, are mode operations (land, sea, and air), terminal operations, and movement control.** Movement control is the most critical component of the system. It must coordinate the transportation assets of all modes, terminals, Services, commands, and host nations (HNs) during deployment, sustainment, and redeployment.

c. Force deployments occur in **four phases.** These phases are **predeployment activities, movement to and activities at the port of embarkation (POE), movement to the port of debarkation (POD), and joint reception, staging, onward movement and integration (JRSOI).** Figure I-2 shows this process, using the continental United States (CONUS) as the origin. In general,



Figure I-1. Elements of a Transportation System

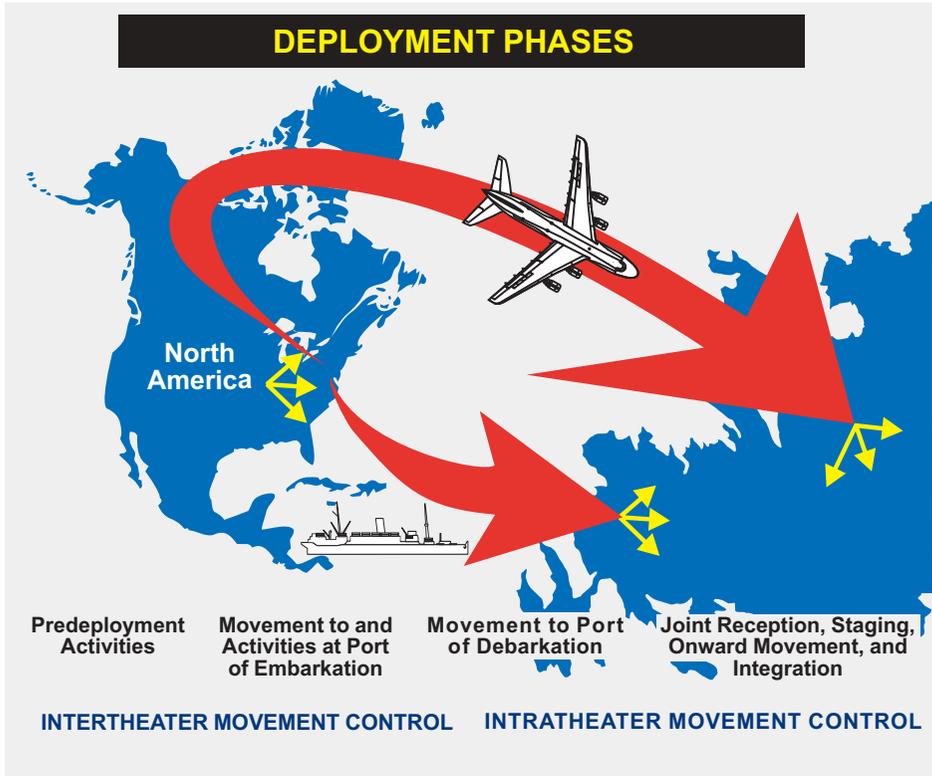


Figure I-2. Deployment Phases

predeployment activities are a Service responsibility. Movement to a POE within CONUS is shared between the Services and United States Transportation Command (USTRANSCOM). Commercial movement to a POE within CONUS is arranged by USTRANSCOM’s Military Traffic Management Command (MTMC). Additionally, USTRANSCOM executes the movement from CONUS to the theater, or intertheater movement. The last phase, JRSOI, is the responsibility of the supported geographic combatant commander.

d. **The transportation system also encompasses patient movement and enemy prisoner of war (EPW) evacuations, noncombatant evacuation operations (NEOs), and force redeployment. Redeployment** can take twice as long as deployment, and planners must address this

early in an operation. The transportation system must be capable of moving joint forces by multiple modes. It must move forces over long distances and through an array of different types of terminals. It must accomplish all this while adhering to the timetable of the supported joint force commander (JFC).

e. The complexity of the transportation system requires that **both the providers and users develop integrated, feasible movement plans**. An effective interface between the intertheater and intratheater movement systems is crucial. The supported combatant commander and Commander in Chief, United States Transportation Command (USCINCTRANS), along with other supporting combatant commanders, are responsible for establishing that interface.

3. Theater Logistic Concept

a. Department of Defense Directive 5100.1, *Functions of the Department of Defense and Its Major Components*, states that each Service will provide its own logistic support. However, title 10 of the United States Code, as amended by the Department of Defense (DOD) Reorganization Act of 1986, states that **a geographic combatant commander has directive authority over logistics within his or her area of responsibility (AOR)**. This authority ensures the effective execution of operation plans (OPLANs). Geographic combatant commanders are also responsible for tailoring their logistic operations to provide an economy of force by eliminating unnecessary duplications among the Service components. Supporting commands, Services, and Defense agencies must source and support the movement of logistic requirements to meet the geographic combatant commander's strategic and operational objectives.

b. Geographic combatant commanders have many options when establishing their transportation systems. They may use uni-Service, cross-servicing, common-servicing, or joint-servicing support arrangements.

Based on the operational situation, the **combatant commanders can modify or mix any of the following two major options**: single-Service logistic support; or lead Service or agency support with or without operational control (OPCON) or tactical control (TACON) of other Service logistic organizations.

- **Dominant-User Concept.** Under this concept, the geographic combatant commander determines which Service component is the principal consumer, and then assigns responsibility for providing or coordinating logistic support for that designated item or service to that particular Service component for the theater or designated area.
- **Most-Capable-Service Concept.** Under this concept, the geographic combatant commander assigns responsibilities to the Service component most capable of performing the mission. The most-capable-Service arrangement is usually the most efficient and flexible of the two concepts.

c. **Common-User Logistics.** The geographic combatant commander and planning staff



A crucial interface between intertheater and intratheater movement occurs at the port of debarkation.

should assess the categories of supply and services that may be considered for common-user support. While designation of common-user support does not relieve components of providing Service-peculiar supplies and services, the staff assessment will identify economies resulting from consolidating resources or tasking one or more components to provide common-user support to the remainder of the joint force. In some instances, this support may also be provided to, or by, governmental and nongovernmental organizations. In addition to Service responsibility, these options may include functional tasking, executive agency, and dominant-user.

Joint Publication (JP) 4-07, Joint Tactics, Techniques, and Procedures for Common-User Logistics During Joint Operations, describes the options available to the combatant commander and planning staff when assessing the need for common-user logistic support.

4. Defense Transportation System

The Defense Transportation System (DTS) is **that portion of the global transportation infrastructure that supports 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 the Department of Defense.

JP 4-01, Joint Doctrine for the Defense Transportation System, contains more information on DTS.

5. Joint Operation Planning and Execution System

The Joint Operation Planning and Execution System (JOPES) is an integrated command and control (C2) system. It

provides information to senior decision makers concerning joint plans and operations. Decision makers use JOPES to plan, execute, and monitor mobilization, deployment, employment, sustainment, and redeployment activities. Both supported and supporting organizations use the system. **JOPES provides users with an ordered and comprehensive set of procedures for solving complex mobility force deployment and sustainment problems.** JOPES movement and sustainment information is distributed over the Global Command and Control System.

Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3122 Series, Joint Operation Planning and Execution System, contains detailed descriptions of the joint planning and execution process. CJCSM 3500.3, Joint Training Manual for the Armed Forces of the United States, contains detailed JOPES information for all exercises sponsored by the Chairman of the Joint Chiefs of Staff (CJCS) and the combatant command.

6. Global Transportation Network

The Global Transportation Network (GTN) is a fully automated system that provides the user with vital information needed to better manage warfighting and logistic capabilities. It integrates information from a variety of DTS systems to provide in-transit visibility (ITV) and C2 data support for the President, Secretary of Defense, the combatant commanders, the Military Services, and other DOD customers. GTN provides this support through the integration of data processing information systems and electronic commerce and electronic data interchange. GTN tracks the identity, status, and location of DOD unit and non-unit cargo, passengers, patients, and forces. It is capable of tracking military and commercial airlift, sealift, and land assets from origin to destination. GTN's mission and

MOVEMENT CONTROL 1941-1944

The entire movements machinery [during World War II] was under constant compulsion to accommodate itself to changes in the build-up schedule or to the unpredictable shipping situation. Build-up priority tables were closely followed only in the first few days, after which the Buildup Control Organization issued frequent changes in priorities. Despite the fact that such changes were anticipated, they caused great confusion. There was no reversing the marshalling process. Once a unit moved forward, its place was immediately taken by another, and every change in the priority for embarkation necessitated holding other units in the marshalling areas like a train on a siding, while higher priority units were processed past them. Even so, much of the congestion could have been prevented. Southern Base Section had been advised to hold 25 percent of the marshalling camp capacities free for such contingencies, and had failed to do so. The result was that the lines of communications became choked, and elasticity of control was nullified. To aggravate matters, units were occasionally called forward on short notice and without regard for their "readiness date," and were found to lack most of their equipment.

SOURCE: Ruppenthal, R.G., *Logistical Support of the Armies*, Office of the Chief of Military History, USA, 1953

capabilities remain unchanged during peace, contingencies, or war.

7. Movement Control

Movement control is **the planning, routing, scheduling, and controlling of personnel and cargo movement over lines of communications (LOCs). Movement control also entails maintenance of ITV to assist commanders and operations staffs in force tracking.** In addition, movement control includes reception and onward movement of personnel, equipment, and supplies in accordance with command directives and responsibilities. Movement control is a system involving the coordination and integration of movement information and programs spanning all levels of operations.

8. Concept of Movement Control

Movement control **coordinates transportation resources to enhance combat effectiveness** and meet the priorities

of the supported combatant commander. Efficient transportation to and in a theater involves establishing effective organization and control procedures. It also involves movement and resource management.

a. Organization for Movement Control.

The geographic combatant commander has a wide range of options for performing movement control. These options include directing subordinate JFC and Service components to perform their own movement control, or creating a fully integrated joint organization. Regardless of the method chosen, **the geographic combatant commander must task and organize the movement control functions** commensurate with the mission, size, and geography of the operational area.

b. Command Authority and Organization.

Normally, the geographic combatant commander: (1) delegates OPCON of the various parts of the transportation system to the most-capable-Service components; and (2) monitors the entire operation and retains

the authority to set priorities and apportion resources. To exercise this authority, **the geographic combatant commander may establish a Joint Transportation Board (JTB), a joint movement center (JMC), or both.** As an alternative, the responsibility may be assigned to a staff element, normally the command's senior logistic staff officer.

c. **Resource Management.** In relation to movement control, **effective resource management requires the establishment and maintenance of a flow of resources through the transportation system** that permits efficient utilization of all transportation resources and capabilities. Maximum throughput at all transportation route segments, ports, and nodes, along with timely deliveries, are key measures of success

in this effort. For the mode, terminal, and facility operator functions, resource management pertains to the efficient employment of personnel, materiel, equipment, and facilities.

9. Principles of Movement Control

Five movement control principles (shown in Figure I-3) form the foundation for management of all transportation operations.

a. **Centralized Control and Decentralized Execution.** USCINCENTRANS and the geographic combatant commander control movement planning and resource allocation. Using the most-capable-Service concept, **the geographic combatant commander usually delegates OPCON of**

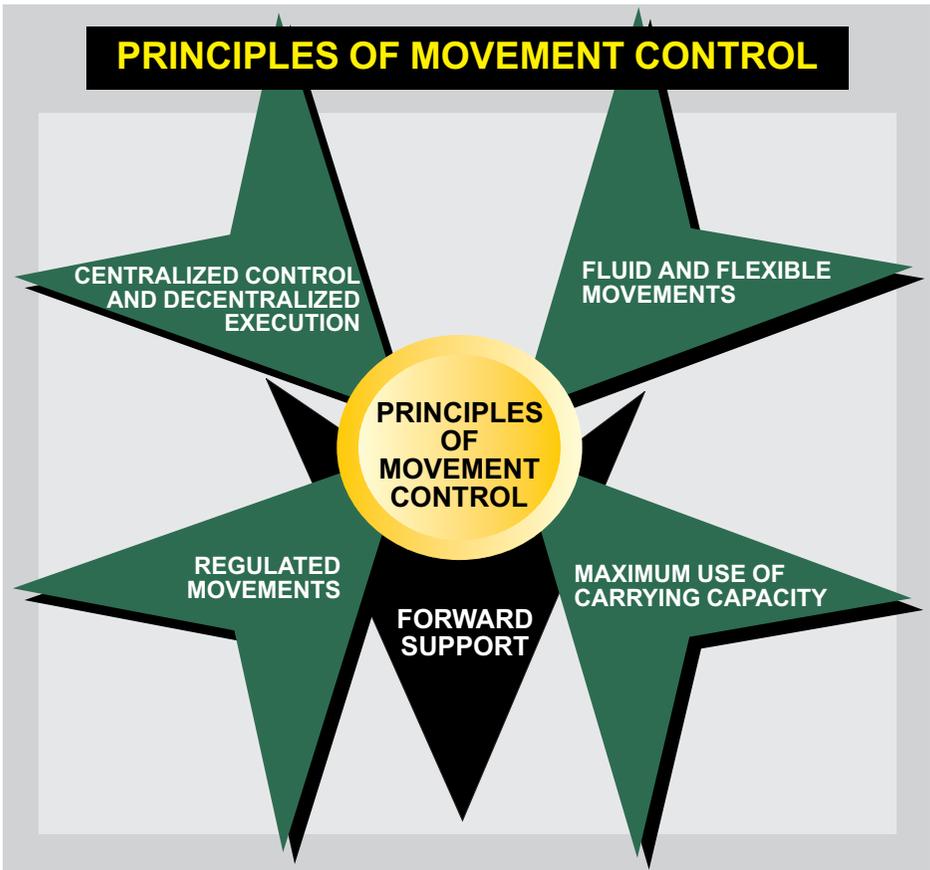


Figure I-3. Principles of Movement Control

movements to the Service component having the required assets or capabilities to fulfill the mission. This delegation of authority achieves two objectives: it satisfies requirements at the lowest level possible, and it frees the geographic combatant commander to focus on theater-wide critical issues.

b. **Fluid and Flexible Movements.** The transportation system must **provide an uninterrupted flow of supplies**, and it must be **flexible enough to change with mission modifications**. The key to successful execution is the ability to regulate and manage the transportation system.

c. **Regulated Movements.** Movement control authorities must **regulate movements to prevent terminal congestion and scheduling conflicts** between Service components. Proper management of transportation assets and the transportation network is critical. Advances in technology have increased both the capability and requirement to regulate movements. Highly mobile forces, longer distances, increased consumption rates, fewer PODs, and shared LOCs are a few of the challenges.

d. **Maximum Use of Carrying Capacity.** Transportation is a limited asset. As such, planners must understand when to use a specific mode of transport and when to maximize the use of each mode's unique capabilities. This does not mean simply loading each mode to its capacity. **It means the simultaneous, synergistic use of all transportation resources in order to best meet the combatant commander's requirements.** However, some situations may not allow adherence to this principle. The geographic combatant commander may decide to hold certain transportation modes in reserve. The following considerations apply.

- The expeditious movement of cargo to meet the combatant commander's

requirements may be more important than maximizing carrying capacity.

- Terminal congestion may preclude the use of a given mode.
- Delays during off-loading cause a lost transport capability.
- Transport modes must be kept loaded and moving.

e. **Forward Support.** Forward-oriented transportation support is a combat multiplier. It allows the commander to concentrate all forces on the enemy.

10. Functions of Joint Movement Control

The functions of joint movement control are shown in Figure I-4.

a. **Planning.** Planning begins when one of three conditions exist: the geographic combatant commander is tasked for a deliberate plan under the Joint Strategic Capabilities Plan (JSCP); receipt of some other planning order; or when either the President or Secretary of Defense assigns a task to a geographic combatant commander. It ends with the withdrawal or accomplishment of the mission, or upon CJCS approval of a deliberate plan. **Transportation planning is ideally done under the JOPES deliberate planning process. However, planning may have to be done under JOPES crisis action planning procedures.** Ideally, deliberate planning should provide the insights and understanding that would allow quick adaptation of a deliberate OPLAN under crisis action planning procedures.

b. **Apportioning Transportation.** Apportioning transportation **distributes common-user transport capability among the transportation tasks.** Apportioning transportation is a very important

FUNCTIONS OF JOINT MOVEMENT CONTROL

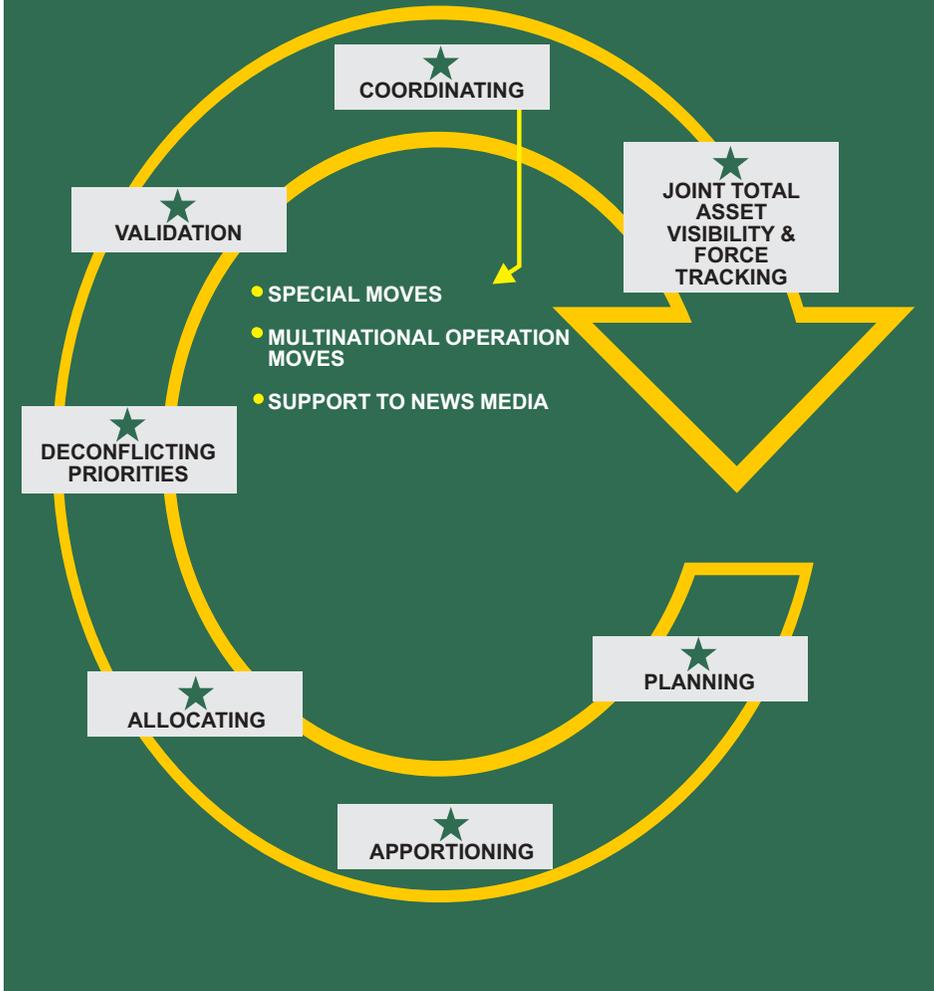


Figure I-4. Functions of Joint Movement Control

decisionmaking process. It is difficult to apportion transportation assets in a saturated system. Saturated systems exist when demands exceed capabilities. During the JOPES deliberate planning process, the Chairman of the Joint Chiefs of Staff apportions strategic mobility and theater transportation assets in the JSCP. The geographic combatant commanders may further apportion their total transportation

capability among Service components or subordinate JFCs for deliberate planning purposes. Transportation apportionment is expressed in percentages.

c. **Allocating Transportation.** Allocating is the actual matching of apportioned transportation assets to operational requirements by the Chairman of the Joint Chiefs of Staff during crisis action planning

or actual execution. The Chairman of the Joint Chiefs of Staff transmits the transportation allocation decision by execute order to USCINTRANS for strategic lift assets and to the combatant commander for theater assets. Normally, USCINTRANS and the geographic combatant commander refine their execution planning based on the CJCS transportation resource allocation and pass this transportation allocation decision to their components. The component allocating agency expresses its transportation allocation as a quantifiable measure. Examples of quantifiable measures are sorties, gross tonnage, and square footage.

d. **Deconflicting Priorities.** The number of conflicting priorities in a transportation system depends on the demand placed on the system. With decentralized execution, **it is the responsibility of the lowest possible echelon to resolve conflicts.** Decentralized execution assures that USCINTRANS and the combatant commander resolve only the most critical conflicting requirements. If the lower levels are unable to resolve the conflicts, the combatant commander may elect to use a theater JTB to do the job. If resolution is not satisfactory, either USCINTRANS or the combatant commander may request the Chairman of the Joint Chiefs of Staff to convene a higher-level JTB.

See JP 4-01, Joint Doctrine for the Defense Transportation System, for details concerning the CJCS JTB.

e. **Validation.** Shipments presented to USCINTRANS or a combatant command transportation controller for movement **must be validated by authorities within the requesting unit's chain of command.** Validation confirms the need for the movement, as well as shipment configuration, dimensions, availability, and routing. It also confirms to the supported commander and to USTRANSCOM that all the information records in the time-phased force and

deployment data (TPFDD) are not only error-free for automation purposes, but also accurately reflect the current status, attributes, and availability of both the mode assets and the items to be moved. Unit readiness, movement dates, passengers, and cargo details should be confirmed with the unit before validation occurs.

f. **Coordinating.** The many supporting relationships and special circumstances involving movement control within the operational area require exceptional and highly detailed attention.

- **Special Moves. Special moves involve the movement of special weapons or large formations within CONUS or a theater.** Special moves are often politically sensitive and can adversely impact other operations. USCINTRANS and the geographic combatant commander may choose to retain movement control of special moves.
- **Multinational Operation Moves.** Normally each country provides for its own logistic support, to include transportation. However, **when conducting multinational operations, US forces may find their transportation arrangements furnished by the forces of another nation.** US forces may also be responsible for providing transportation for the forces of another nation. In almost all cases, intertheater movement will **require integration with allied movement organizations,** international military organizations, and/or coalition partners. Specific considerations include the following:
 - **Customs.** Integration with HN customs officials is critical to a smooth and rapid flow of assets through the LOC. Planners should coordinate with HN customs and the US Embassy as early as possible in order to ensure duty-free

importation of DOD cargo and minimal interruption or delay in the flow of intertheater movements.

•• **Inland Surface Lines of Communications.** When operating in a theater, planners use available highways, railroads, and inland waterways to move units and resupply forward units. **The geographic combatant commander must integrate his or her operation with that of the HN government.** In the event that there is not an operating HN government, the geographic combatant commander is responsible for integrating any operational requirements with the requirements of the civilian population.

•• **Host-Nation Support (HNS).** Frequently, US forces operate with forces from other nations. Although each country normally provides for its own logistic support, competing transportation and LOC demands will require close coordination. **For speed and economy, US forces often secure HNS agreements for facilities, transportation, and general logistic support.** The Department of State (DOS) initially contacts and arranges for HNS. However, it may delegate this authority to the geographic combatant commander. The geographic combatant commander identifies transportation requirements and monitors their consideration during negotiations.

•• **Support from Other Nations.** Under certain arrangements, **the United States obtains logistic support, including intertheater airlift support, from nations other than the HN.**

•• **Support to Other Nations.** The United States has certain commitments **to provide intertheater airlift support and movement control to other nations and international organizations,** such



When resupplying forward units, the geographic combatant commander must integrate any operational requirements with those of the HN population.

as the United Nations.

•• **International Military Staffs.** The United States often benefits from coordination, scheduling, and movement control contributions of allies and HNs, both for intertheater and intratheater airlift.

• **Support to News Media.** To ensure the most complete possible news media coverage, commanders may be required to provide dedicated transportation. In addition to in-theater transportation, this may include transporting media pool members into the AOR.

g. **Joint Total Asset Visibility (JTAV).** JTAV will provide users with timely and accurate information on the location,

movement, status, and identity of units, personnel, equipment, and materiel during force projection operations. JTAV is the foundation upon which DOD-wide asset visibility is based, requiring horizontal integration of supply and transportation activities and one-time data capture. It includes in-process, in-storage, and ITV of assets. Total visibility results from integration of requirements and information systems from four areas: requisition tracking, visibility of assets in storage or in-process, visibility of assets in-transit, and asset management within the theater.

h. ITV and Force Tracking. ITV is the continuous updating of the identity, status, location, and mode of transport of DOD cargo, passengers, and units during movement. It is an integral part of peacetime, contingency, and wartime operations. ITV is applicable to military and commercial airlift, sealift, and land movements from origin to destination. ITV of assets moving through the DTS or in

support of DOD operations is a highly detailed process, and an essential element of DOD warfighting capability. While USTRANSCOM is the designated DOD proponent for the development of a comprehensive, integrated ITV capability, it is not the sole owner of the process. This process consists of numerous participants, who follow designated business procedures in order to provide accurate, detailed information and full visibility for USTRANSCOM and all supporting combatant commanders. These players include but are not limited to deploying units, node and port operators, commercial transportation service providers, installations, and depots. ITV players provide information to the GTN within ITV timeliness criteria, which is outlined by the Under Secretary of Defense for Acquisition and Technology and specified in JP 4-01, *Joint Doctrine for the Defense Transportation System*. GTN will in turn allow the supported combatant commander to monitor and change deployment priorities as needed.

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CHAPTER II

INTERTHEATER MOVEMENT CONTROL

“Battle implies mobility, strategic and tactical. The army which seeks to fight another must be able to move quickly against it.”

Captain Sir Basil Liddell Hart

1. Purpose

This chapter explains deliberate and crisis action planning and the role of intertheater movement control. It describes the strategic movement control responsibilities of USTRANSCOM and the theater responsibilities of the supported and supporting combatant commands. It concludes by describing the concept for integrating the intertheater and intratheater movement control systems.

2. Intertheater Movement Control Process

The intertheater movement control process covers moves planned under both the deliberate and crisis action planning processes.

a. **Deliberate Planning Process.** Movement control planning addresses the movement of forces through all four phases of deployment, and is integrated into transportation planning during the JOPES deliberate planning process. The deliberate planning process focuses on **the time-phasing of movements and the assignment of transportation resources to support initial deployments for a set period**, normally about the first 90 days after deployment commences. During this process, transportation planning is conducted by the supported combatant command and USTRANSCOM to resolve feasibility questions such as time-phasing and asset availability that impact intertheater and intratheater movement. Movement control requirements are identified and written as an integrated part of the transportation plan that is developed in Appendix 4, “Mobility and

Transportation,” to Annex D, “Logistics” (JOPES Vol. I). Figure II-1 portrays the strategic transportation methodology the deliberate planning system uses in creating transportation-feasible OPLANs.

- **Geographic combatant commanders develop a concept of operations for each JSCP assigned task.** The CJCS-approved concept of operation is expanded into a complete OPLAN during the plan development phase of deliberate planning. Component commanders and supported combatant commanders use the OPLAN to develop their supporting plans. For the development of an OPLAN, the combatant commander, Military Services, supporting commands and agencies, and other members of the joint planning and execution community ensure that the plans are feasible and meet the requirements of the combatant commander’s concept of operations. Appendix 4, Annex D of the appropriate OPLAN should contain the combatant commander’s movement control procedures. CJCSM 3122 Series, *Joint Operation Planning and Execution System*, specifies the policies, procedures, and formats to be used across the spectrum of deployment, employment, mobilization, sustainment, and redeployment activities associated with OPLAN development.
- **The TPFDD is the JOPES database portion of an OPLAN.** The TPFDD is a planning database that phases forces into operational area at the times and

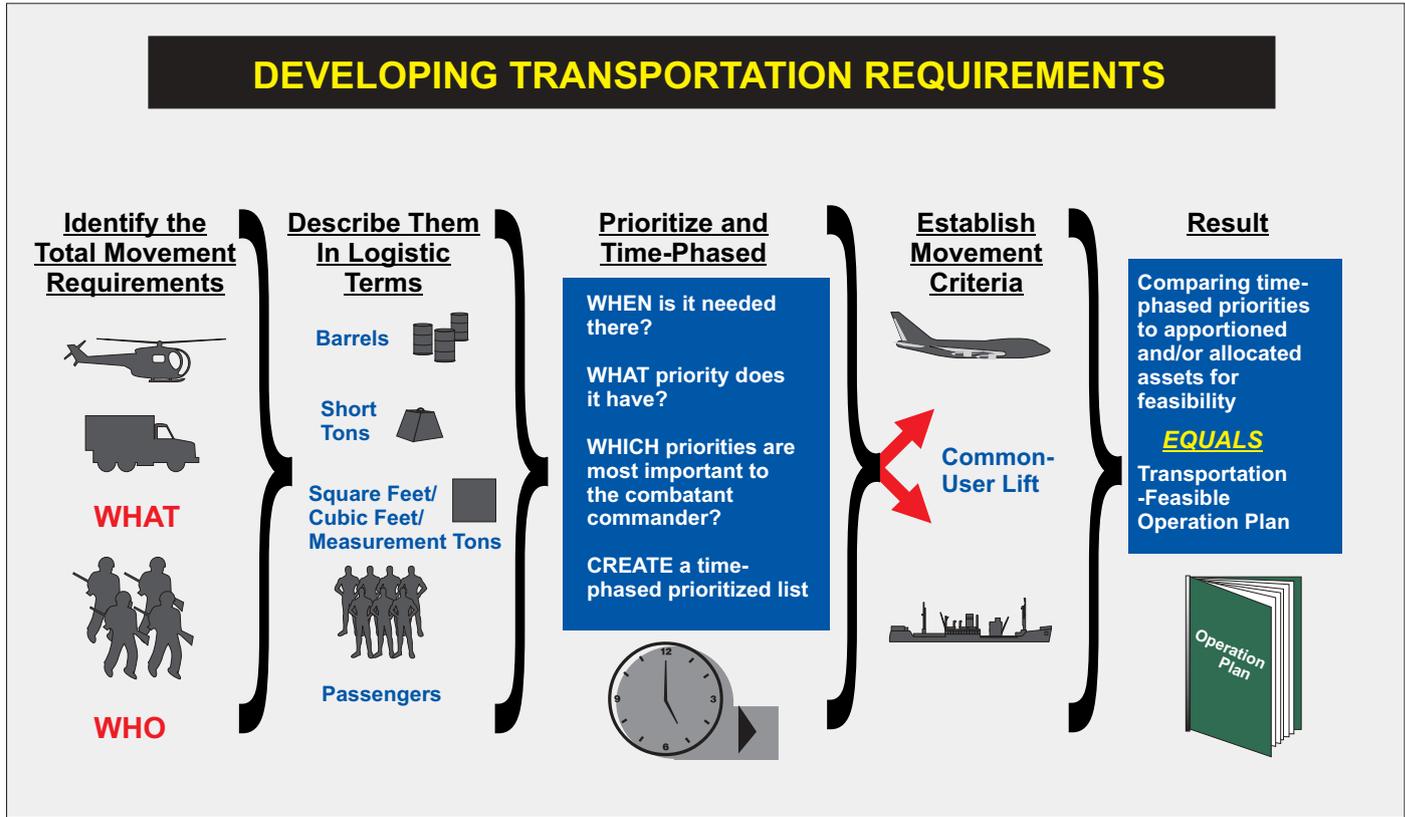


Figure II-1. Developing Transportation Requirements

MOVEMENT CONTROL IN KOREA

Repeatedly [recalling the experiences of World War II], supplies were landed in such an excess of tonnage over the capabilities of the local logistic organization to cope with it, that pretty soon many things could not be found at all. The next thing, the Zone of the Interior had to rush out a special shipload of something which was right there in the theater — and always at a time when ships were worth their weight in gold. Soon the war moved on and supplies were left behind, which are still being gathered up and sorted out to this day [1953]. Two years after the Korean War started, I visited Pusan. They had been working hard, and by that time they had sorted out probably 75 percent of the supply tonnage there. Twenty-five percent of the tonnage on hand was not yet on stock record and locator cards; they did not know what it was or where it was.

SOURCE: Palmer, W.B.,
The Quartermaster Review, July-August 1953

places required to support the concept of operations. It also contains non-unit-related cargo and personnel data, as well as movement data for the OPLAN. The TPFDD also contains a listing of in-place units, units to be deployed, routing of forces, earliest and latest arrival dates, modes of transportation, and aerial port of embarkation (APOE) and aerial port of debarkation (APOD) designations. The TPFDD's development and refinement are critical to developing feasible OPLANs and operation orders.

- USTRANSCOM uses the TPFDD to analyze the flow of forces and cargo from their points of origin to arrival in theater, and to distribute the apportioned strategic transportation resources. During this process, USCINCTRANS follows CJCS guidance and coordinates all major decisions with the supported combatant commander.

b. Crisis Action Intertheater Movement Control. Crisis action intertheater movement control follows the basic process of deliberate planning. **The fundamental difference is the reduced amount of time available to allocate resources, schedule movements,**

and identify threats to transportation assets. Service components usually send representatives to the transportation component command (TCC) forward-deployed crisis action cells to coordinate their Service transportation priorities. Early identification of the force and its movement requirements is key to rapid crisis action movement planning. USCINCTRANS and the supported combatant commander may exercise direct control of movement operations from initial execution of a TPFDD until the situation stabilizes or the theater matures. Commanders may also require repetitive validations of projected movement requirements (both mode and destination). In addition, commanders must ascertain transportation asset availability through an accurate TPFDD in order to optimize intertheater mobility resources and keep the chain of command apprised of deployment progress. Furthermore, the continual construction and validation of the TPFDD provides vital information needed to support command strategic theater future planning and future operations.

c. Peacetime Movement Control. Peacetime movement control and execution procedures are the same as those

used in wartime. Service components verify air and surface movement requirements in support of operations and contingencies through the supporting combatant commander to the supported combatant commander, who then validates the requirement to USTRANSCOM for scheduling. USCINCTRANS and the supported combatant commander monitor the system to ensure that it meets their priorities.

JP 3-17, Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations, JP 4-01.2, Joint Tactics, Techniques, and Procedures for Sealift Support to Joint Operations, and JP 4-01.5 Joint Tactics, Techniques, and Procedures for Transportation Terminal Operations, contain information on routine sustainment operations.

- **Organic convoy is an important mode of transport. CONUS convoy movements are the responsibility of the respective Services.** They are not visible to USTRANSCOM during peacetime movement. However, during wartime, the TPFDD indicates the phased movement and thus provides some visibility. Convoy movements are coordinated with USTRANSCOM through MTMC to ensure correct arrival times at the assigned ports.
- **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.** MTMC conducts transportation engineering to ensure deployability and feasibility of present and future deployment assets. Additionally, MTMC is the seaport manager under the single port manager (SPM) concept for all common-user seaports of embarkation (SPOEs) and/or seaports of debarkation (SPODs).

- **Air Mobility Command (AMC) is responsible for providing all intertheater airlift movements.** Users submit requests for airlift through their respective Service or combatant command air clearance authority to the USTRANSCOM mobility control center (MCC).
- **Military Sealift Command (MSC) is responsible for providing all strategic sealift movements.** Users submit requests for common-user sealift through their Service to USTRANSCOM MCC.

3. Responsibilities of USTRANSCOM

a. **USTRANSCOM is the transportation manager for the Department of Defense,** and is responsible for providing global transport in support of national security objectives. It uses the GTN and JOPES to manage the movement of cargo and passengers through the DTS.

b. **Joint Mobility Control Group (JMCG).** The JMCG is the focal point to orchestrate and optimize DTS operations. It is comprised of C2 elements from the MCC, USTRANSCOM, and its three subordinate TCCs (AMC, MSC, and MTMC) that are linked by real-time command, control, communications, and computer (C4) systems. The JMCG is organized to provide improved customer support through teaming of the USTRANSCOM customer service teams (CSTs) and the TCCs. The JMCG provides visibility of movement requirements and C2 of global mobility forces and other assets.

JP 4-01, Joint Doctrine for the Defense Transportation System, contains more information on the JMCG.

- **Mobility Control Center.** The MCC is the nucleus of the JMCG. It is the single focal point for customers at the combatant



Organic convoy movements, while coordinated with USTRANSCOM, are the responsibility of the respective Services.

command, Service, and major shipper level, including the Office of the Secretary of Defense, Joint Staff, Army and Air Force Exchange Service, and the Defense Logistics Agency. All intertheater transportation requests are received, coordinated, processed, and managed through the appropriate CST. The MCC is connected with the TCC elements by an integrated C4 system. This C4 system provides the MCC with visibility of all DTS movement requirements. It also provides information concerning the location, status, and capabilities of forces worldwide. The MCC is comprised of three teams. The **West Mobility Team** coordinates all US Joint Forces Command (USJFCOM), US Pacific Command, US Southern Command, and US Special Operations Command TPFDD transportation requirements. The **East Mobility Team** coordinates all US Central Command, US European Command, US Strategic Command, and US Space Command TPFDD transportation requirements. A third team, which is the **Non-TPFDD Team**, coordinates special assignment airlift mission requests group movements and

channels special access and patient evacuations.

- **AMC provides the air mobility for intertheater deployment, sustainment, redeployment, and special common-user missions, such as aeromedical evacuation.** AMC is also the single aerial port manager and, where designated, operator of common-user APOEs and APODs. When intertheater deployments occur, Air Force organic airlift assets may be augmented by assets from US commercial carriers either through contract or activation of the civil reserve air fleet (CRAF). Also, at the earliest practical point during large-scale sustainment operations, USTRANSCOM, the geographic combatant commander, and AMC should consider establishing an air express service to link the established CONUS commercial air transportation infrastructure with the theater.

JP 3-17, Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations, contains more detailed information concerning joint airlift support.

- **MSC provides strategic common-user sealift across the range of military operations.** MSC acquires organic assets from funding provided by the Department of the Navy. MSC may be augmented from the Ready Reserve Force and, through charter agreements, with US and foreign flag commercial carriers.

JP 4-01.2, Joint Tactics, Techniques, and Procedures for Sealift Support to Joint Operations, contains more detailed information concerning joint sealift operations.

- **MTMC is the CONUS transportation manager and the SPM. MTMC provides common-user ocean terminal services and traffic management services to deploy, employ, sustain, and redeploy US forces on a global basis.** CONUS transport is from the point of origin to the SPOE or APOE. As the SPM, MTMC operates common-user CONUS ocean terminals and outside CONUS SPODs. MTMC negotiates and administers contracts for liner service and provides cargo booking and/or clearance services for MSC-contract ships. MTMC

also manages acquisition of services and facilities in support of seaport operations. MTMC will coordinate with the combatant commander and other appropriate agencies for port operators and port support activity (PSA) support.

JP 4-01.5, Joint Tactics, Techniques, and Procedures for Transportation Terminal Operations, contains more detailed information concerning joint terminal operations.

4. Responsibilities of a Supporting Combatant Commander

Certain situations may require that a combatant commander support another combatant commander. Types of support may include force deployment, en route basing activities, and sustainment. Regardless of the mission, **the supporting combatant commander should establish a movement control system capable of interfacing with that of USTRANSCOM and the supported combatant command.** A JMC with supporting component movement cells can be used to manage all moves and assure compliance with the supported combatant



Troop movements may be augmented by US commercial carriers through contract or CRAF activation.



MTMC not only operates common-user CONUS ocean terminals, but also some SPODs in theaters.

commander's priorities. For deployments to another theater, the supporting combatant commander should establish POE activities. These activities may include arrival/departure airfield control groups (A/DACGs), PSAs or Port Operations Groups (POGs), and movement control organizations.

5. Responsibilities of the Supported Geographic Combatant Commander

a. The supported geographic combatant commander must ensure that USTRANSCOM and its TCCs clearly understand theater transport requirements. While developing requirements and priorities, the supported geographic combatant commander coordinates with USTRANSCOM to ensure that the movement control system will be ready to manage strategic movement. The supported geographic combatant commander normally outlines the organization and describes the operational concept for movement control in appropriate OPLANS.

See Appendix 4, "Mobility and Transportation," to Annex D, "Logistics" (JOPES Vol. I).

b. The supported geographic combatant commander **establishes a theater movement control organization** with a communications link to the strategic movement system, and establishes POD support activities. These include the A/DACG, PSA, or POG, as well as movement control activities receiving and managing the onward movement of forces and equipment.

6. Intertheater and Intratheater Interface

The integration of the intertheater and intratheater movement control systems is the joint responsibility of USTRANSCOM and the supported combatant command. **USTRANSCOM normally establishes forward elements within the theater** to coordinate intertheater transportation information with the supported combatant commander's agencies.

a. **Information Exchange.** Intertheater movement information exchange occurs primarily among USTRANSCOM, Service activities, and supporting combatant commanders. These commanders have the responsibility for keeping the supported

combatant commander informed of issues that require joint attention.

b. **USTRANSCOM Forward Elements.** USTRANSCOM may place elements from each of its subordinate TCCs in a theater to provide management for strategic mobility operations into and out of the theater.

- Intratheater airlift is the Air Force component's responsibility. If required, **AMC can provide a variety of C2 airlift augmentation packages from which the supported combatant commander can choose.** The AMC tanker/airlift control center (TACC) tasks personnel and equipment that form an Air Mobility Division (AMD) including the Air Mobility Element (AME). The AME is an extension of the AMC TACC and deploys to the theater when required to facilitate execution of all intertheater air mobility requirements, including airlift. OPCON of the AME resides with the TACC. The AME generally works within the Air Force component commander's air operations center (AOC). If a JMC is established, the geographic combatant commander may also request a senior director for air mobility forces in the JMC, or appoint one from his or her own staff. Direct connectivity between the AME, the

JMC's air mobility branch, the theater AOC, and the TACC is essential.

- **MTMC operates overseas ocean terminals based on agreements negotiated with USTRANSCOM, the geographic combatant commander, and the HN.** MTMC terminal commanders have access to MTMC's information network. Terminal transfer battalions augment MTMC at the ports, and are responsible for discharging and loading ships in the ports. These battalions are often supported or augmented by a PSA and contracted longshoremen. Army component transportation units also provide C2 of operating units responsible for inland transportation services. The size and number of the designated SPODs and the combatant commander's deployment flow requirement will normally determine the terminal unit force structure.
- **MSC usually establishes Military Sealift Command Offices (MSCOs) at theater port facilities,** as directed by USCINCTRANS. Each MSCO is responsible for coordinating the arrival, loading and discharge, and departure of vessels under the OPCON of MSC.

CHAPTER III

THEATER MOVEMENT CONTROL SYSTEM

“Aptitude for war is aptitude for movement.”

Napoleon I

1. Introduction

This chapter outlines movement control operations at the theater level, and describes the capabilities of each Service component. It also describes the issues that the combatant commander must consider as the theater expands and movement from PODs integrate with movements to sustain operations. It presents a suggested movement control staff organization, and identifies theater movement control procedures available to geographic combatant commanders. The nature of the theater, composition of the force, and agreements with the HN are all important factors in determining the procedures to be used for movement control operations.

2. Responsibilities of the Joint Movement Center

Although the responsibilities of the JMC may vary depending on circumstances, the JMC will normally:

- a. Interface with JOPES to monitor and effect changes to the deployment of forces, equipment, and supplies.
- b. Analyze user capabilities to ship, receive, handle cargo and passengers, and recommend solutions to shortfalls.
- c. Advise the logistics directorate of a joint staff (J-4) on transportation matters that would adversely affect combat contingency operations.
- d. Serve as the liaison with the HN(s) and coalition partners for transportation issues.

- e. Disseminate information concerning HN transportation systems, facilities, equipment, and personnel.

- f. Coordinate NEO movement support.

See Appendix A, “Joint Movement Center Organization and Functions,” for more information.

3. Theater Movement Control Organization

The geographic combatant commander has a wide range of movement control options available. Subordinate JFC and Service components may be directed to carry out their own movement control. The combatant commander may establish a theater JTB or a JMC, or both. However, to ensure a fully integrated and responsive transportation system, the combatant commander should consider assigning responsibility for theater transportation movement control to a single joint office, the JMC. The JMC must be equipped with sufficient communication and automation capabilities to ensure adequate interface between intertheater and intratheater transportation systems and the combatant commander’s staff. This organization must be skilled in coordinating and directing theater transportation operations in support of unit movements and logistic resupply operations. The combatant commander’s logistics staff normally forms the nucleus of a movement control organization, but a properly executed theater movement control mission requires an additional predesignated, fully-trained joint organization. Ideally, such an organization would be identified as a force deployment

option in an OPLAN and be established early in the theater to coordinate arrival, theater expansion, and operations movement planning and execution.

a. **Joint Movement Center.** If a JMC is established by the geographic combatant commander, **it should coordinate the employment of all means of theater transportation (including that provided by allies or HN) to support the concept of operations.** The JMC should also be **the combatant commander's single coordinator with USTRANSCOM for intertheater movements.** In addition, the JMC oversees the execution of theater transportation priorities. The JMC should be responsible for planning movement operations and monitoring the overall performance of the theater transportation system. The JMC conducts cyclic reviews of transportation apportionment decisions and acts on emergency transportation requests. **When there is no theater JTB, the JMC is the primary advisor to the geographic combatant commander in the transportation apportionment process.** The JMC identifies the shortfalls between forecasted requirements and current capabilities of all modes. The JMC expedites action and coordination for immediate movement requirements to ensure effective and efficient use of transportation resources.

- **Organization.** The JMC is **functionally organized** and designed with a peacetime nucleus. It expands in proportion to the size of the force and the desires of the geographic combatant commander. A fully developed JMC should have an administrative section and two divisions, including a plans and programs division and an operations division. (See Appendix A, "Joint Movement Center Organization and Functions.") Advisory members from functional areas impacting movement planning and execution

augment the JMC as needed. Figure III-1 shows a suggested organization.

- **Manning.** The geographic combatant commander first uses his or her own staff and Service component staff personnel resources to form the nucleus of a JMC. The commander should consider tasking contracting experts to coordinate with HN authorities for use of available civil transportation and facilities. **When expanding a JMC, the geographic combatant commander must consider the structure of the dominant US force as well as the component-unique movement control requirements of that force.** The combatant commander may also draw on reserve personnel to augment the JMC. Reserve augmentation personnel should participate in exercises to ensure that they are familiar with the procedures of a joint force headquarters. Geographic combatant commanders should ensure that Reserve augmentation forces are properly sequenced on the TPFDD to ensure timely arrival. Finally, the geographic combatant commander may coordinate with the USJFCOM and USCINTRANS on the creation of a JMC force deployment option package that can be easily inserted into an OPLAN. If the geographic combatant commander establishes this JMC augmentation package, designated personnel must be provided with the opportunity to train with the respective staffs to which they are assigned.

b. **Combatant Command JTB.** Because transportation is a critical asset in any military operation, combatant commanders need the ability to rapidly allocate available resources. Each command should establish procedures during peacetime to immediately react to an emergency or wartime scenario. Therefore, combatant commanders should establish a command JTB to address transportation

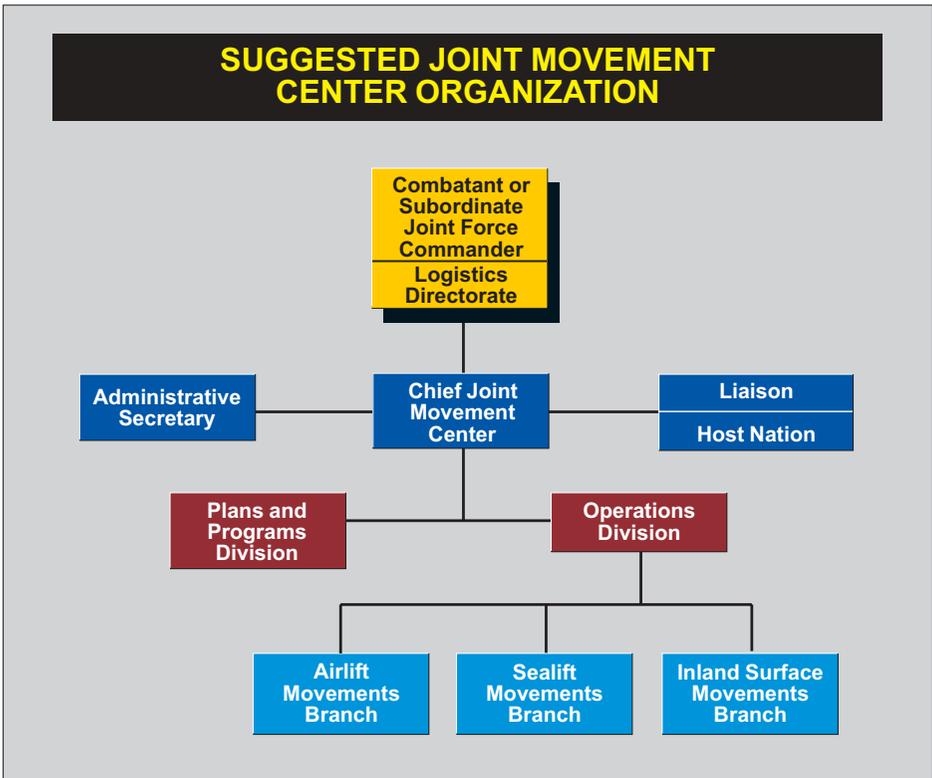


Figure III-1. Suggested Joint Movement Center Organization

issues within their respective commands. This action should be initiated as close to the beginning of a deployment as possible in order to preclude confusion and backlogs. The combatant commander determines who should chair the JTB; normally this would be the J-4.

See Appendix B, "Suggested Charter for the Theater Joint Transportation Board," for additional information.

4. Theater Movement Control System

The JMC must plan, apportion, allocate, coordinate, and deconflict transportation, as well as establish and operate an ITV system to assist in tracking theater movements. The requirements for a theater movement control system are shown in Figure III-2.

a. **Planning.** The JMC serves as the primary advisor through the J-4 to the combatant commander on all matters pertaining to the theater transportation support structure. The JMC develops the plans necessary to quickly establish a viable movement network in both well-developed and under-developed theaters. **The JMC develops the theater movement plan that supports the combatant commander's priorities and concept of operation.** The JMC develops this plan while considering theater cargo throughput capabilities (including in-depth analysis of airfields, seaports, and land transportation routes), the TPFDD, apportionment and allocation of transportation resources, and resource protection requirements. **The plan must mesh intertheater movements with reception,**

REQUIREMENTS OF A THEATER MOVEMENT CONTROL SYSTEM

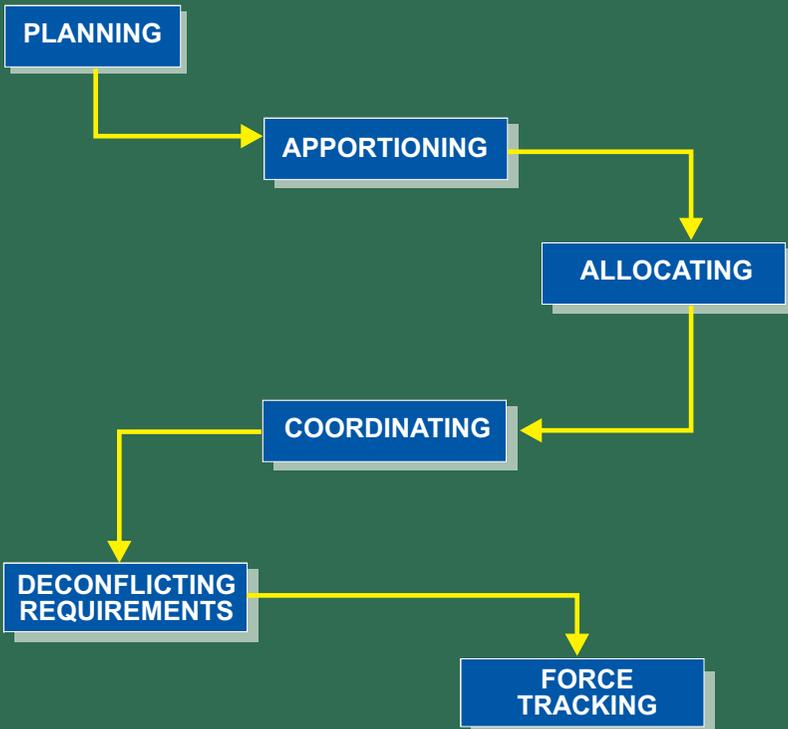


Figure III-2. Requirements of a Theater Movement Control System

staging, onward movement, and integration operations. Although the plan excludes bulk fuel and water moving by pipeline, it must incorporate movement of these commodities by any other mode of transportation. Balancing resources is critical to maintaining a flexible system. To provide an uninterrupted flow of supplies and units, the system's reception capability must match its intertheater movement capability. Likewise, the system's onward movement capability must match its reception capability. Apportioning resources is, therefore, a key element of the plan. The plan includes transportation apportionments developed in

consultation with the component commanders.

b. **Apportioning.** **Theater-level transportation apportionments**, usually expressed in percentages and developed in cycles, **support the combatant commander's campaign and operation plans.** Transportation apportionment decisions made by the geographic combatant commander must consider the joint force mission, resources available, threat, and geography of the AOR. The components use the transportation apportionment decision for transportation allocation and employment.

c. **Allocating.** Allocation is the assignment of specific transportation resources against specific movement missions. If a JMC is not established, the geographic combatant commander usually delegates the transportation allocation process to the Service components. **Components normally express transportation allocations as sorties by type of aircraft, gross tonnage, number of vehicles, or other appropriate terms.** If a JMC is established, the Service components work with the JMC to optimize daily movements based on projected daily transportation resources available.

d. **Coordinating.** **The JMC coordinates all common-user theater air, land, and sea transportation.** The JMC initially coordinates common-user transportation through the movement plan. **The JMC monitors the transportation system, analyzes movement performance, and prepares adjustments.** The JMC also coordinates the accomplishment of unfulfilled requirements forwarded by component control elements. Implementation of adjustments occurs during the development of priorities or the scheduling of assets. The JMC must coordinate with a joint rear area coordinator (JRAC), if a JRAC is established. The JMC approves all unit surface

movements that employ common-user assets and main supply routes.

JP 3-10, Doctrine for Joint Rear Area Operations, defines the mission of the JRAC.

e. **Deconflicting Requirements.** The JMC deconflicts theater transportation requirements. **Deconflicting requirements involves establishing and managing the transportation request process.** It includes validating requests and tasking appropriate transportation assets as described in paragraph 4 below. If the JMC cannot deconflict a transportation requirement, it forwards it to the JTB for resolution.

f. **Force Tracking.** The JMC provides the geographic combatant commander **the ability to locate units that are using common-user transportation within the theater.** Timely, accurate, and complete transmission of ITV data from theater field activities to the GTN is critical to successful movement control operations. Geographic combatant commanders are responsible for theater ITV planning and further ensuring that theater movement data is captured and disseminated. With timely, accurate, and complete ITV data, the JMC can monitor the ITV of inland surface movement



The joint movement center documents movements through PODs, thus providing the geographic combatant commander with the ability to locate units that are using common-user transport.

of forces, and provide vital information to the geographic combatant commander as it is needed.

5. Component Movement Capabilities and Organization

The geographic combatant command movement control plan is key to a sound movement control system. The plan should integrate the transportation capabilities of the component commands and produce a movement control system with centralized control and decentralized execution. The following paragraphs describe the transportation and movement control capabilities of each joint force component.

a. **Army Component. The Army component usually provides common-user land and inland waterway transport.** It also conducts water terminal operations and, when necessary, logistics over-the-shore (LOTS) operations. It provides common-user land transport through a movement control agency (MCA), movement control battalion (MCB), and division transportation office (DTO).

Field Manual 4-01.30 (55-10), Movement Control, contains additional information on Army movement control.

- **Movement Control Agency.** The Army fields an MCA to support echelons above corps. The MCA positions movement control elements throughout the theater. These elements provide movement control through movement regulating teams for such operations as LOTS and commercial carrier support. The MCA coordinates and monitors all shipments in the theater to the final destination, and selects and controls theater main supply routes.
- **Contract Supervision Teams.** The Army component negotiates and awards contracts to commercial carriers within

an HN. To manage this function, the Army places contract supervision teams in the theater.

- **Movement Regulating Teams.** The Army component establishes movement regulating teams to monitor and control traffic on theater army and corps road networks.
- **Movement Control Battalion.** The Army component will normally assign an MCB to manage movements and transportation assets within a corps area of operations. It positions movement control elements throughout the corps area of operations.
- **Division Transportation Office.** Each Army division has an organic DTO. The DTO is responsible for movement control within the division.
- **LOTS Operations.** LOTS provides the geographic combatant commander with a limited seaport or over-the-shore capability where port facilities are damaged or insufficient for arriving sealift. The Army uses truck, helicopter, rail, watercraft, terminal service, and cargo transfer units to perform this mission. The Navy and/or Marine components can operate in concert with Army units in joint logistics over-the-shore (JLOTS) operations.

For more information on JLOTS operations, see JP 4-01.6, Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS).

b. **Air Force Component. The Air Force component provides intratheater common-user airlift.** The geographic combatant commander exercises combatant command (command authority) over all theater-assigned airlift forces through the Air Force Component Commander (AFCC), who exercises OPCON

through the component airlift staff. USCINCTRANS exercises combatant command (command authority) of assigned airlift forces. The Commander, AMC, exercises OPCON of USTRANSCOM assigned airlift assets through the Commander, TACC. OPCON of attached augmentation airlift forces should be accomplished under the command authority guidelines provided in JP 0-2, *Unified Action Armed Forces (UNAAF)*. The Director of Logistics formulates and implements policies and guidance to ensure effective logistic support to all United States Air Forces.

- **Director of Mobility Forces (DIRMOBFOR).** The CJTF or the Commander, Air Force Forces (COMAFFOR) and/or joint force air component commander (JFACC) should appoint a DIRMOBFOR to function as coordinating authority for air mobility with all commands and agencies, both internal and external to the JTF. The DIRMOBFOR is normally a senior officer who is familiar with the AOR or joint operations area (JOA) and possesses an extensive background in air mobility operations. When established, the DIRMOBFOR serves as the designated agent for all air mobility issues in the AOR or JOA, and for other duties as directed. The DIRMOBFOR exercises coordinating authority between the AOC (or appropriate theater C2 node), the TACC, the air mobility operations control center (when established and when supporting subordinate command objectives), and the JMC, in order to expedite the resolution of air mobility issues. At the discretion of the CJTF or the COMAFFOR and/or JFACC, the DIRMOBFOR may be sourced from the theater's organizations or USTRANSCOM. Additionally, the DIRMOBFOR, when designated, will ensure the effective integration of intertheater and intratheater air mobility

operations on behalf of the COMAFFOR and/or JFACC. Operationally, the DIRMOBFOR normally works directly for the COMAFFOR and/or JFACC while remaining under the administrative control of COMAFFOR or the theater AFCC. The DIRMOBFOR provides direction to the AMD, but must be responsive to the AOC director.

- The DIRMOBFOR also has distinct responsibilities in relation to JFC staffs. Air mobility requirements do not originate in the AOC. They originate at the component level and are validated by either the JMC (when established) or by the combatant commander's J-3 in coordination with J-4. This may vary slightly in different theaters. In United States Central Command, for example, the intratheater lift requirements originate in J-4, while the intertheater requirements originate in J-3. Consequently, an essential role for the DIRMOBFOR is to serve as the principal interface between the AOC and the theater's J-4 and the JMC to ensure appropriate prioritization of air mobility tasks while balancing requirements and air mobility capability. Specific duties of the DIRMOBFOR include the following:
 - Direct the tasking of air mobility forces attached or assigned to the JFC.
 - Direct the tasking of air mobility forces attached or assigned to the JFC.
 - Coordinate with the AOC director to ensure that all air mobility operations supporting the JFC are fully integrated into the air assessment, planning, and execution process, and deconflicted with all other air operations.
 - Coordinate with AMC TACC, through the air mobility element (AME), all intertheater air mobility missions to

ensure the most effective use of these resources in accomplishing the JFC, theater, and USTRANSCOM missions.

- Assist in the integration and coordination of the multinational air mobility plan. This assistance could come in the form of deconfliction of airfield maximum (aircraft) on the ground (MOG) restrictions and coordination with the AMC TACC on US intertheater airflow with multinational air movement.

DIRMOBFOR responsibilities are further detailed in JP 3-17, Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations.

- **Air Mobility Element.** The AME deploys to the theater as an extension of the AMC TACC. The AME is requested when a DIRMOBFOR is established and USTRANSCOM-assigned air mobility aircraft are employed in support of a contingency. It becomes an element of the AMD. The DIRMOBFOR is responsible for integrating the expertise of the theater air mobility planners with the expertise of the AME, to fulfill the COMAFFOR's or JFACC's guidance to meet the JFC's objectives. The AME provides air mobility integration and coordination of USTRANSCOM-assigned air mobility forces. The AME receives direction from the DIRMOBFOR and is the primary team for providing coordination with the TACC. Direct delivery strategic air mobility missions, if required, will be coordinated through the AMD and tasked by the AMC TACC. The TACC commander maintains operational control of direct delivery missions during execution. The AME ensures the integration of strategic air mobility missions with theater air operations planning.

- c. **Navy Component. The Navy component, through MSC, provides common-user sealift to the theater.** The Navy component, in concert with Army units, can provide the combatant commander with over-the-shore discharge and transfer capabilities, where port facilities are inadequate or unavailable. The Navy cargo handling and port group and Navy cargo handling battalions (which are reserve units comprising 92% of total Navy cargo handling capability) conduct limited common-user port operations. The Navy component performs its movement control operations through the Navy component command (NCC), naval advanced logistic support site (ALSS), naval forward logistic site (FLS), or a designated representative. The ALSS and FLS provide logistic support, to include movement management, to theater naval forces during contingency and wartime periods. They coordinate Navy land transportation requirements with Army movement control organizations or the JMC. The NCC submits requirements for airlift to the JMC.

- d. **Marine Corps Component.** During a major theater deployment, the Marine expeditionary force (MEF) commander will activate a force movement control center (FMCC), a logistic and movement control center (LMCC) and a flight ferry control center (FFCC) to coordinate all strategic, operational, and tactical lift requirements for land and air forces. The FMCC is normally staffed by members of the MEF component logistics staff officer [G-4] Strategic Mobility Office and will coordinate FFCC operations for air forces and LMCC operations for land forces. The FMCC will coordinate all strategic lift to move the forces from the aerial and surface POEs to the aerial and surface PODs and will facilitate LMCC representation at the theater JMC.

- The FFCC functions as the agency responsible for ferrying operational and support aircraft from unit areas to the theater of operations. The LMCC functions as the agency responsible for

LOGISTICS IN THE PERSIAN GULF WAR

The logistician's trade is an essential element of the art of war. During the Persian Gulf War, a common thread that linked Coalition forces success was the logistics effort to transport, sustain, and maintain a force in the often hostile Arabian peninsula environment as well as a large number of forces, from all Services, outside the theater. A force is only as combat capable as the effectiveness of the logistic support it receives. Logistics is the science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, logistics encompasses those aspects of military operations that deal with design and development, acquisition, storage, movement, distribution, maintenance, removal, and disposition of materiel; movement, evacuation, and hospitalization of personnel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or provision of services.

Although each nation was responsible for its own logistics, in addition to the support Coalition members provided to US forces there were occasions when the United States had to give assistance to other Coalition partners. Also, when deployed for major operations, the Services become more interdependent. Strategic land, sea and airlifts are examples of this. Commanders-in-chief, in their operations plans, often designate a Service to provide a common logistics function for the entire theater as per a specified period of time after deployment. For Operation DESERT SHIELD, in some cases, common item support responsibilities exceeded the providing Service's capabilities. After the first 60 days, for example, the other Services and host-nation support [HNS] helped the Army provide supply class I (subsistence), and class III (petroleum, oils and lubricants). In fact, Saudi HNS provided a large share of subsistence, averaging 250,000 meals a day and an estimated two million gallons of potable water a day.

Because of the size of the Coalition response to the Saudi request for assistance, theater support could not simply be integrated into the existing infrastructure. Distribution systems were developed, storage depots and repair facilities built, and supply communications established. Logisticians ensured that complex support systems worked efficiently in a remote theater's very demanding environmental conditions, where the well-developed coastal infrastructure becomes a rudimentary road system inland. Operations DESERT SHIELD and DESERT STORM logisticians succeeded despite the lack of complete information resulting from rapidly changing and often uncertain situations. Finally, very complex force structures magnified logistics challenges.

Though not without its problems, the logistics efforts of the United States and its allies were among the more successful in history. Moving a combat force halfway around the world, linking supply lines that spanned the entire globe, and maintaining unprecedented readiness rates, are a tribute to the people who make the logistics system work. Logisticians from all Services supported more than half a million US Service members with supplies, services, facilities, equipment, maintenance, and transportation.

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

executing MEF surface movement control priorities from unit areas to the aerial and surface POEs and from the aerial and surface PODs to the unit tactical assembly areas. Further, the LMCC will continue to control all MEF requirements for intratheater lift, lift support, and movement control (based on the MEF commanders' priorities of movement) through all operational phases and the eventual redeployment of forces. The Marine Logistics Command, when designated, will facilitate movement support for the MEF throughout the established communications zone (rear).

- Each element of the MEF Marine air-ground task force (MAGTF) will activate a unit movement control center (UMCC) to manage organic lift requirements and will funnel external requirements to the LMCC for sourcing. Further, each UMCC will execute zonal movement control under the direction of the LMCC.
- For smaller scale operations, each MAGTF will activate a UMCC to coordinate and control movements and movement support.

e. **The Special Operations Forces (SOF) Component System.** The special operations (SO) component J-4 on the staff of the SOF commander normally directs the coordination of common-user lift requirements. The SO J-4 establishes a system to validate common-user lift requests from SOF units. The nature of the system depends on the composition and mission of the assigned forces. The SO J-4 also establishes communication links with the JMC and the joint air operations center (JAOC). The special operations liaison element (SOLE) is normally located at the JAOC (or AOC) and assists in coordinating SOF requirements. Although the SOLE works for the SOF commander, it can assist and expedite requests for common-user lift support to SOF units.

6. Transportation Request Process

The JMC establishes the location, identity, and communications facilities of nodes in the transportation system. It also promulgates tasking procedures, cycles, and deadlines. The routine request process for all modes of transportation flows through Service component logistic channels, and the components validate each request. If a request requires an exception to policy or established procedures, or if it calls for a major transportation operation, the components will forward it to the JMC for validation.

a. Validation

- Validation includes verification of the requirement, review of the threat levels or threat assessments (see JP 3-10, *Doctrine for Joint Rear Area Operations*), and determination of available and feasible modes of movement. The validating authority balances competing transportation requirements and the combatant commander's transportation priorities.

- **Normally there is a validating movement control authority within each component and at each level of command.** After validation, the authority tries to fill the request with assigned assets. For requirements beyond the authority's capability, the validated request is sent to the next higher level for action. To expedite transportation movement requests, validating authorities should have access to dedicated communication facilities. In any event, **the geographic combatant commander should provide for the validation of emergency and routine requests.**

b. **Land, Sealift, and Inland Waterway Transportation Requests.** The geographic combatant commander usually delegates



Surface movement is often most efficiently accomplished by rail.

execution of this portion of the movement plan to the Army component commander. However, specific responsibilities may vary in theaters where both Army and Marine Corps forces exist in large numbers. For example, it is normal to delegate the responsibility for coordinating main supply route traffic to the component that is the primary user of the route.

- **The Army component establishes transportation movement. MCBs and/or movement control teams (MCTs) assume control of movement regions, and manage all surface and inland waterway transportation within their respective areas of operations.** The number of MCB and MCTs varies, depending on the volume and complexity of movements within a given area. The physical size of a region depends on its critical areas and geographic boundaries. MCB and MCTs act on requests received from regional users. They task rail, water, or motor transport elements. They also advise users on transportation matters and serve as an interface with local HN operators.
- The Army component validates sealift requests in coordination with MSC and MTMC forward elements.

c. **Airlift Request Process.** When organic or supporting land or sea transportation is inappropriate or not available, **the Service component validating authority may submit a request for airlift to the JMC. The JMC validates component requests and sends them to the AOC or JAOC.** The JMC sends the requests using standard message format through the Joint Interoperability of Tactical Command and Control Systems.

See MIL-STD 6040 for "US Message Text Formatting." Procedures for registering and validating requirements in the JOPES are spelled out in CJCSM 3122.02, Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution. Service validations and movement procedures will be in accordance with DOD Regulation 4500.9, Defense Transportation Regulation, Parts I and II.

7. Other Theater Movement Control Considerations

The geographic combatant command movement control plan must also consider the areas shown in Figure III-3.



Figure III-3. Other Theater Movement Control Considerations

a. **Patient Movement System.** Medical elements, such as the theater patient movements requirements center (TPMRC), may collocate with or have direct access to movement control organizations. The medical element ensures that movement control authorities consider all modes of transport for evacuating sick, injured, and wounded personnel. They send requests for CONUS patient evacuation to the Global Patient Movements Requirements Center (GPMRC). The GPMRC coordinates with USTRANSCOM for patient transfers to specific CONUS hospitals through the JMC or the senior theater movement control organization designated by the combatant commander.

JP 4-02, Doctrine for Health Service Support in Joint Operations, and *JP 4-02.2*, Joint Tactics, Techniques, and Procedures for

Patient Movement in Joint Operations, contain additional information on the TPMRC and GPMRC.

b. **Retrograde Movements.** Planners must understand that the **retrograde of cargo is crucial to the overall sustainment effort**. The lean logistic concept requires special emphasis on returning repairable parts for depot or contractor repair. Retrograde also contributes to the maximum use of carrying capacity. All retrograde cargo requiring movement to CONUS and certain overseas destinations requires inspection by the military quarantine inspection authority before release.

c. **Evacuation of Enemy Prisoners of War.** The geographic combatant commander should **consider evacuation of EPWs during retrograde operations**. Movement control personnel must be aware of the importance of swift evacuation of captured enemy troops. They should also give ample consideration to EPW evacuation during the validation phase of the transportation request process.

d. **Noncombatant Evacuation Operations.** NEOs are generally conducted to assist the DOS in evacuating selected personnel to an appropriate safe haven. These personnel include noncombatants, nonessential military personnel, selected HN citizens, and third country nationals. Once the DOS has requested military assistance, the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, will direct the **geographic combatant commander to plan and conduct NEO to assist the DOS**. NEO usually involves the swift insertion of a force and a planned, rapid withdrawal upon completion of the mission. Movement control personnel must determine available modes of transportation, identify primary and alternate routes and checkpoints, and consider and identify intermediate staging bases.

JP 3-07.5, Joint Tactics, Techniques, and Procedures for Noncombatant Evacuations Operations, contains additional information on NEO.

e. **Component Liaisons.** Component commanders may **assign liaison officers (LNOs) to key transportation nodes operated by another component or the HN.** These LNOs

ensure satisfaction of component logistic requirements. The LNO's key task is to monitor and, if necessary, prioritize the actual flow of the component's forces and materiel through the node. The LNO also locates and expedites the shipment of component critical items.

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APPENDIX A

JOINT MOVEMENT CENTER ORGANIZATION AND FUNCTIONS

The JMC is functionally organized and designed for expansion in proportion to the size of the force. An administrative section, plans and programs division, and operations division are normal staff elements of the JMC. The operations division may be further subdivided into airlift, sealift, and land movement branches. The JMC staff elements should develop a system of reports to assist in managing the theater transportation program. The following are the suggested duties of each JMC element.

1. Administrative Section

a. Provides administrative support to the JMC, including physical security and classified document control.

b. Coordinates communication requirements, including dedicated lines as required.

2. Plans and Programs Division

a. Develops, coordinates, publishes, and distributes the movement plan that apportions the available theater common-user transportation assets according to the geographic combatant commander's priorities.

b. Recommends joint transportation policy and procedures for the request and use of common-user transportation resources.

c. Provides validated transportation support requirements, including requests and materials handling or container handling equipment, to supporting combatant commands and HN agencies.

d. Analyzes requirements, capabilities, shortfalls, alternatives, and enhancements to the theater transportation system. Develops options and recommends solutions.

e. Develops standards and procedures for the collection and presentation of statistical data necessary to perform movement control, including forecasts of long-term movement requirements and an ITV system to capture and disseminate theater movement data.

f. Prepares augmentation plans to facilitate the expansion of the JMC when required.

g. Coordinates policies and procedures with other military forces, in-country US government agencies, and HN or indigenous authorities concerned with the evacuation of refugees and civilians.

h. Receives, evaluates, and maintains transportation intelligence.

3. Operations Division

This division oversees the daily operations of the JMC. It evaluates movement performance to assure adherence to the geographic combatant commander's priorities. The following are the three Operations Division branches.

a. Airlift Movement Branch

- Receives and validates airlift requests from components. Coordinates with the DIRMOBFOR for the intratheater airlift schedule, or routes to other modes of transportation if intratheater common-user airlift cannot meet the requirement.

- Monitors intratheater airlift requirements and capabilities.
- Monitors the operation of aerial ports and other airfields to determine capabilities and limitations.
- Reviews and validates regularly scheduled airlift channel missions to determine adequacy of support.
- Monitors the air deployment of major forces. Effects changes to airlift movement requirements and priorities contained in the JOPES database by the supported combatant commander.
- Coordinates aeromedical evacuation missions.
- Develops and manages theater air container policy (436L pallet system) and procedures.
- Monitors effective control or negotiation and awards of tenders to airlift commercial carriers.
- Notifies the Chief, Operations Division, when forecasted airlift requirements exceed the airlift capability.

b. Sealift Movement Branch

- Monitors the sea deployment of forces and materiel by sealift. Effects changes to the sealift movement requirements and priorities contained in the JOPES database. Ensures that the actual time the unit line number arrives at the SPOD is entered into the JOPES database.
- Represents the JFC in international bodies regulating the priority of ship arrivals and their destinations.
- Coordinates with MTMC and MSC representatives and the appropriate port

commanders for all seaport and JLOTS site operations, and assesses each water terminal's or LOTS and/or JLOTS site's limitations and capabilities.

- Monitors and determines requirements for changes to scheduled sealift routes or channels.
- Monitors joint container control activities within ports.
- Arbitrates conflicting sealift requirements that cannot be resolved at lower levels in the movement control system.
- Maintains data on the entire sealift oriented transportation infrastructure.
- Monitors effective control or negotiation and awards of tenders to sealift commercial carriers.
- Notifies the Chief, Operations Division, when forecasted sealift requirements exceed the sealift capability.

c. Land Transportation Branch

- Arbitrates conflicting land transportation requirements that cannot be resolved at lower levels in the movement control system.
- Monitors the movement of forces using rail, highway, or inland waterway assets.
- Monitors port clearance, rail, highway, and inland waterway activities. Coordinates with sealift movement branch on special case LOTS and/or JLOTS operations movement support.
- Maintains and disseminates information on military and HN surface transportation network. This information includes data on obstructions, detours, capacities, critical choke points, surface conditions,

- and enemy activities affecting highway, inland waterway, and rail nets.
- Develops short- and long-range transportation plans pertaining to repair priorities of the surface transportation network. Coordination with HN activities and the senior engineer assigned to the geographic combatant commander's or subordinate JFC's staff is essential.
- Monitors effective control or negotiations and awards of tenders to surface commercial carriers.
- Notifies the Chief, Operations Division, when forecasted land transportation requirements exceed the land capabilities.
- Monitors inland container management program.
- Monitors effectiveness of negotiation and award of tenders to commercial carriers.
- Develops policy and procedures of theater commercial surface transportation.
- Monitors border crossings, port clearance, and inland waterway activities.
- Validates and/or coordinates requests for HN inland surface movement support.

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APPENDIX B

SUGGESTED CHARTER FOR THE THEATER JOINT TRANSPORTATION BOARD

1. Mission

The combatant commander may convene the JTB during wartime or contingencies. The JTB will ensure that combatant command common-user transportation resources assigned or available are apportioned to achieve the maximum benefit in meeting objectives.

2. Responsibility

The command JTB represents the combatant commander in the performance of functions listed in paragraph five. The chairman of the JTB has decision authority in these areas, except when a matter cannot be resolved within the JTB. In such instances, the matter is referred to the combatant commander for decision.

3. Membership

The command JTB normally is composed of the following:

a. **Chairman.** Normally the combatant command Director for Logistics.

b. **Principal Members**

- Combatant command Deputy Director, Operations Directorate.
- Combatant command Deputy Director, Plans and Policy.
- US Army component representative.
- US Navy component representative.
- US Marine Corps component representative.

- US Air Force component representative.
- Special Operations component representative.
- Other members as directed by the combatant commander.

c. **Non-Voting Member.** USTRANSCOM LNO to the combatant command.

d. **JTB Secretariat.** Normally a staff officer from the J-4.

4. Management Concept of a Command JTB

When convened, the command JTB acts for the combatant commander by communicating guidance to the combatant command staff and component commands and/or subunified commands. Guidance includes the establishment of priorities and allocations for the use of airlift, sealift, and land transportation capability. The chairman of the command JTB will notify the combatant commander when movement requirements exceed capabilities. The JTB will then present a recommendation to either reprioritize and apportion or to request additional assets to accomplish the assigned missions.

5. Functions

The JTB will perform the following tasks:

a. Monitor transportation requirements and capabilities through JOPES and through coordination with USCINCTRANS and component commands and/or subunified commands.

b. Adjudicate competing lift requirements.

c. Recommend to the combatant commander courses of action (COAs) to resolve transportation movement problems identified by the JMC (if established).

d. Closely monitor the projected operational activities of the combatant command to anticipate developing problems or future resource requirements.

e. As needed, provide an interface among the supported combatant command, USCINCTRANS, other supporting combatant commands, and Service components on matters concerning transportation.

6. Procedures

The JTB will follow the procedures below:

a. As directed by the JTB chairman, meet in open or general sessions. These sessions may be followed by closed or executive sessions.

b. Establish standing operating procedures, including those required for relocation to an alternate command post.

c. Receive administrative support from the J-4 and the logistics readiness center.

d. Refer matters that cannot be resolved within the command JTB to the combatant commander.

e. Invite, at its discretion, such representatives as may be required to attend meetings of the command JTB.

f. Honor, if appropriate, the request of other offices to attend the command JTB meetings.

7. Functions of the JTB Secretariat

The JTB Secretariat will be responsible for the following:

a. Provide continuity for the command JTB.

b. Attend all meetings of the command JTB.

c. Evaluate proposed COAs for the command JTB and make appropriate recommendations.

d. Monitor transportation and strategic movement requirements and capabilities.

e. Issue the decisions of the command JTB.

f. Respond to the requirements of the command JTB.

g. Provide a record of proceedings of each command JTB meeting.

APPENDIX C MOVEMENT PLAN (SAMPLE)

APPENDIX 4 TO ANNEX D USCINCEUR OPLAN 4999-97 ()

MOBILITY AND TRANSPORTATION ()

() REFERENCES: Cite documents containing information necessary for background, completeness, and understanding of this appendix.

1. () Concept of Mobility and Transportation Operations. Outline the concept of mobility and transportation operations.

a. () Transportation Policies. State currently applicable key transportation policies or reference documents, by paragraph or other identifier, in which policies may be found.

b. () Concept of Deployment. Establish the general concept of all major forces and accompanying supplies to be used in the plan compatible with the OPLAN. Indicate availability of organic transportation capability and the need for airlift or sealift augmentation. Include special guidance for transportation operations that normally would not be encountered, such as the need for JLOTS operations, assault by airdrop troops and equipment, or the need for building or improving assault landing fields or support facilities. Also include the use of maritime pre-positioning ships after discharge of cargo and prior to release of the ships to the common-user pool as theater shipping resources.

c. () Movement Support. Establish the general concept for movement of augmentation personnel, equipment, critical supplies, malpositioned assets, retrograde material, and resupply. Include special consideration for petroleum, oils, lubricants, ammunition, SOF, medical and noncombatant evacuation, civil relief supplies, news media products, and medical transportation (including patients returned to duty) in that concept (refer to Annex Q, "Medical Services," CJCSM 3122.03, *Joint Operation Planning and Execution System, Volume II, Planning Formats and Guidance*). Also consider and include appropriate references to unique transportation support discussed in other sections of this plan. State the desired mode of shipment (air or surface) for both the intertheater and intratheater LOCs. Identify the anticipated source; i.e. organic, AMC, MSC, HNS transportation assets, or augmentation. Apply these general concepts to support the ground, air, and naval forces included in the plan and state and provide for difference, as required. Give special attention to maximizing sealift movements via container, since container ships are more readily available than other ship types, and containerization reduces the time needed to close forces.

d. () Ports. Establish the general concept for operation of sea and aerial ports, including Service and HN responsibilities and level of command responsible for their operation. Identify ports designated primarily for interface between intertheater and intratheater movement capability, and alternate ports if primary ones cannot be used. Identify deficiencies or expansion requirements, including capabilities or responsibilities for repair of port damage in the civil engineering support plan. Indicate the most desirable destination or intermediate locations. State whether the ports have the capability for both cargo and passengers, and describe available

HNS. Indicate whether capabilities for expansion of LOC and port operations will be required as the support needs of combat forces change. Include the concept and responsibilities for operations at alternate ports or the designated LOTS area. Provide specific information on capabilities and alternate airports and seaports, as required, in paragraph 3 below and in TAB A to this appendix.

e. () Planning Factors. Identify source of the planning factors used in plan development, including the following.

- (1) () Airlift factors and sources.
- (2) () Sealift factors and sources.
- (3) () Attrition factors and sources.
- (4) () Land factors and sources.
- (5) () Throughput capability for APODs and SPODs.
- (6) () Throughput capability for LOTS operations to include offshore petroleum discharge operations and water discharge operations.
- (7) () Contingency actions to be taken due to enemy actions, i.e., nuclear, biological, and chemical offensive operations, sabotage to APOD and/or SPOD, or other enemy attacks.

If planning factors used have not been approved, identify them specifically and show how requirements and capabilities were developed, as well as other pertinent formulas and methodology of computation of the planning factors.

2. () Responsibilities of Supporting and Subordinate Commands. Outline the specific responsibilities of supporting and subordinate organizations for moving and receiving passengers and cargo and for providing movement resources and services in the objective area. Items to consider include the following.

a. () General transportation responsibilities or a statement about where they are listed in the reference.

b. () A summary of transportation requirements to support the plan, including:

- (1) () Intratheater airlift.
- (2) () Intertheater airlift.
- (3) () Intertheater sealift.
- (4) () Intratheater sealift.

(5) () Intratheater land transportation.

c. () A description, in general, of the JFC's transportation planning responsibilities. Such responsibilities might include apportionment of common-user transportation and establishment of movement priorities.

d. () A description, in general, of the transportation responsibilities of the component commands and HNs to support the plan. Such responsibilities might include common-user port, air terminal, and pre-positioned 463L pallets; reception, staging, and surface transport services; allocation of theater transport resources; or submission of transportation requirements for deployment, employment, resupply, and sustainment operations.

e. () A description of the JMC organization (if established) outlining transportation responsibilities at all command levels to support deployments, reception, and sustainment of forces. The JMC description should show the interface with USTRANSCOM and its components, as well as organizational interfaces between the supported and supporting combatant commanders, components, and subordinate JFCs.

3. () Capabilities and Limitations. Outline limitations, such as inadequate air and ocean terminal capacity (terminal reception, discharge, and clearance), including LOTS capability, container handling capability; lack of alternate facilities, transit rights and authorization; and similar limitations that may adversely influence the operation. OPLANs will contain LOCs throughput analysis in order to identify constraints and to develop mobility and transportation concepts that will permit improved planning.

a. () Describe operational conditions:

(1) () That might be limiting, such as the need for limited mobilization of airlift support.

(2) () For a declaration of emergency to aid in lift force generation and deployment.

(3) () For special type of lift required that may be critical to the support of the concept of operations.

b. () Describe weather conditions that could limit the execution of the planned operation.

c. () Describe SPOD limitations, including port capacity; berth limitations by class; lighterage facilities; materials handling equipment (MHE) availability and shortfalls; throughput capacity; and restrictions on use.

d. () Describe airfield limitations, including maximum on ground; petroleum, oils, and lubricants capabilities; MHE availability and shortfalls; availability of hazardous and munitions parking areas; turnaround time; and available air sorties per day.

4. () En Route Support Requirements. Refer to TAB A.

TABS:

A-En Route Support Requirements

B-Reception and Onward Movement

TAB A TO APPENDIX 4 ANNEX D TO USCINCEUR OPLAN 4999-97 EN ROUTE SUPPORT REQUIREMENTS (U)

() Movement planning will consider en route support requirements at each stop between POE and POD. Items to consider in determining these requirements include support for the flow of strategic airlift aircraft; facilities for aircrews, passengers, and equipment aboard aircraft; and availability of en route bunkering stations for strategic sealift. Supported combatant commanders will identify en route stops to their respective AOR and, as required, interface support arrangements. Supporting combatant commanders and/or providing organizations will identify en route support requirements for each intermediate stop by N-day (day an active duty unit is notified for deployment or redeployment) and/or C-day (unnamed day on which a deployment operation begins), including information and format of Exhibits 1 and 2 of this tab to the supported combatant commander. Supported combatant commanders will include aggregate information in their respective OPLANs, based on input from supporting combatant commanders and/or providing organizations.

TAB B TO APPENDIX 4 TO ANNEX D TO USCINCEUR OPLAN 4999-97 RECEPTION AND ONWARD MOVEMENT (U)

1. () In certain scenarios, the reception and onward movement of forces and materiel from POD to final destination is as complex and extensive as the move to the theater of operations. The magnitude of the reception and onward movement operation may require a separate supporting plan, in which case such a support plan will be summarized here.
2. () The reception and onward movement transportation plan should describe how rail and highway movement, airlift, sealift, inland waterways, and HNS will be used. Certain treaty arrangements may also provide support. At a minimum, include what is to be moved; movement origin (equating to origin of intratheater move); intermediate stops; mode and mode changes; and final destination. In addition to primary emphasis on transportation, place particular emphasis on the requirements of LOC units, elements, and liaison elements.

APPENDIX D

REFERENCES

The development of JP 4-01.3 is based upon the following primary references.

1. DOD Directives

- a. DOD Directive 4500.9, *Defense Transportation Regulation*.
- b. DOD Directive 4500.54G, *DOD Foreign Clearance Guide*.
- c. DOD Directive 5100.1, *Functions of the Department of Defense and Its Major Components*.

2. Joint Publications

- a. JP 0-2, *Unified Action Armed Forces (UNAAF)*.
- b. JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*.
- c. JP 3-0, *Doctrine for Joint Operations*.
- d. JP 3-17, *Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations*.
- e. JP 3-35, *Joint Deployment and Redeployment Operations*.
- f. JP 4-0, *Doctrine for Logistic Support of Joint Operations*.
- g. JP 4-01, *Joint Doctrine for the Defense Transportation System*.
- h. JP 4-01.2, *Joint Tactics, Techniques, and Procedures for Sealift Support to Joint Operations*.
- i. JP 4-01.5, *Joint Tactics, Techniques, and Procedures for Transportation Terminal Operations*.
- j. JP 4-01.6, *Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS)*.
- k. JP 4-01.7, *Joint Tactics, Techniques, and Procedures for Use of Intermodal Containers in Joint Operations*.
- l. JP 4-01.8, *Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration (JRSOI)*.
- m. JP 4-02, *Doctrine for Health Service Support in Joint Operations*.

- n. JP 5-0, *Doctrine for Planning Joint Operations*.
- o. JP 5-00.2, *Joint Task Force Planning Guidance and Procedures*.
- p. CJCSM 3122.01, *Joint Operation Planning and Execution System Vol I: (Planning Policies and Procedures)*.
- q. CJCSM 3122.02, *Crisis Action-Time Phased Force and Deployment Data Development and Deployment Execution*.
- r. CJCSM 3122.03, *Joint Operation Planning and Execution System Vol II: (Planning Formats and Guidance)*.
- s. CJCSM 3150.16, *Joint Operation Planning and Execution System Reporting Structure (JOPESREP)*.
- t. CJCSM 3500.3, *Joint Training Manual for the Armed Forces of the United States*.

3. Army Publications

- a. FM 3-17 (100-27)/FM 4-61/AFM 2-50, *Doctrine for Multi-Service Air Movement Operations*.
- b. FM 4-01.0111 (55-65), *Strategic Lift*.
- c. FM 4-01.08 (100-17-3), *Reception, Staging, Onward Movement, and Integration*.
- d. FM 4-01.30 (55-10), *Movement Control*.
- e. FM 4-20.41 (10-500-1), *Airdrop Support Operations in a Theater of Operations*.

4. Navy Publication

Naval Warfare Publication No. 39, *Naval Coastal Warfare Doctrine*.

5. Marine Corps Publications

- a. FMFM 4-1 (USMC), *Combat Service Support Operations*.
- b. MCDP 1-2, *Campaigning*.
- c. MCDP 4, *Logistics*.
- d. MCWP 3-32, *Maritime Prepositioning Force (MPF) Operations*.
- e. MCWP 4-1, *Logistics Operations*.

- f. MCWP 4-11, *Tactical Logistics*.
- g. MCWP 4-11.3, *Transportation Operations*.
- h. 5-12D, *Organization of Marine Corps Forces*.

6. Coast Guard Publication

US Coast Guard, Commandant Instruction 16601.1, *Guidance for Formulation of Local Port Readiness Committees*.

7. Air Force Publications

- a. AFDD 2-6, *Air Mobility Operations*.
- b. AFDD 2-6.1, *Airlift Operations*.

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APPENDIX E

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 for this publication is the US Transportation Command (USTRANSCOM). The Joint Staff doctrine sponsor for this publication is the Joint Staff/J4-MD.

3. Supersession

This publication supersedes JP 4-01.3, 21 June 1996, *Joint Tactics, Techniques, and Procedures for Movement Control*.

4. Change Recommendations

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

TO: HQDA WASHINGTON DC//DASG-HCD-D//
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
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

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GLOSSARY

PART I — ABBREVIATIONS AND ACRONYMS

A/DACG	arrival/departure airfield control group
AFCC	Air Force Component Commander
ALSS	advanced logistic support site
AMC	Air Mobility Command
AMD	air mobility division
AME	air mobility element
AOC	air operations center
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
C2	command and control
C4	command, control, communications, and computers
CJCS	Chairman of the Joint Chiefs of Staff
CJCSM	Chairman of the Joint Chiefs of Staff Manual
COA	course of action
COMAFFOR	commander, Air Force forces
CONUS	continental United States
CRAF	civil reserve air fleet
CST	customer service teams
DIRMOBFOR	director of mobility forces
DOD	Department of Defense
DOS	Department of State
DTO	division transportation office
DTS	Defense Transportation System
EPW	enemy prisoner of war
FFCC	flight ferry control center
FLS	forward logistic site
FMCC	force movement control center (USMC)
G-4	Marine Corps component logistics staff officer (Marine Corps brigade or higher staff)
GPMRC	Global Patient Movement Requirements Center
GTN	Global Transportation Network
HN	host nation
HNS	host-nation support
ITV	in-transit visibility

J-4	logistics directorate of a joint staff
JAOC	joint air operations center
JFACC	joint force air component commander
JFC	joint force commander
JLOTS	joint logistics over-the-shore
JMC	joint movement center
JMCG	Joint Mobility Control Group
JOA	joint operations area
JOPES	Joint Operation Planning and Execution System
JP	joint publication
JRAC	joint rear area coordinator
JRSOI	joint reception, staging, onward movement, and integration
JSCP	Joint Strategic Capabilities Plan
JTAV	joint total asset visibility
JTB	Joint Transportation Board
JTTP	joint tactics, techniques, and procedures
LMCC	logistic and movement control center
LNO	liaison officer
LOC	line of communications
LOTS	logistics over-the-shore
MAGTF	Marine air-ground task force
MCA	movement control agency
MCB	movement control battalion
MCC	mobility control center
MCT	movement control team
MEF	Marine expeditionary force
MHE	materials handling equipment
MSC	Military Sealift Command
MSCO	Military Sealift Command Office
MTMC	Military Traffic Management Command
NCC	Navy component command
NEO	noncombatant evacuation operation
OPCON	operational control
OPLAN	operation plan
POD	port of debarkation
POE	port of embarkation
POG	port operations group
PSA	port support activity
SO	special operations
SOF	special operations forces
SOLE	special operations liaison element

SPM	single port manager
SPOD	seaport of debarkation
SPOE	seaport of embarkation
TACC	tanker/airlift control center
TACON	tactical control
TCC	transportation component command
TPFDD	time-phased force and deployment data
TPMRC	theater patient movement requirements center
UMCC	unit movement control center
USCINCTrans	Commander in Chief, United States Transportation Command
USJFCOM	United States Joint Forces Command
USTRANSCOM	United States Transportation Command

PART II — TERMS AND DEFINITIONS

advanced logistic support site. See naval advanced logistic support site.

aerial port. An airfield that has been designated for the sustained air movement of personnel and materiel, as well as an authorized port of entrance into or departure from the country where located. Also called APORT. (JP 1-02)

aeromedical evacuation. The movement of patients under medical supervision to and between medical treatment facilities by air transportation. Also called AE. (JP 1-02)

air logistic support. Support by air landing or airdrop, including air supply, movement of personnel, evacuation of casualties and enemy prisoners of war, and recovery of equipment and vehicles. (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. (This term and its definition are provided for information and are proposed for inclusion in the next edition of JP 1-02 by JP 3-17.)

air mobility division. Located in the 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. (This term and its definition are provided for information and are proposed for inclusion in the next edition of JP 1-02 by JP 3-17.)

allocation (transportation). Allocation by designated authority of available transport capability to users. (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.)

allotment. The temporary change of assignment of tactical air forces between subordinate commands. The authority to allot is vested in the commander having combatant command (command authority). (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)

apportionment (air). The determination and assignment of the total expected effort by percentages and/or by priorities that should be devoted to the various air operations for a given period of time. Also called air apportionment. (JP 1-02)

area of responsibility. The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations. Also called AOR. (JP 1-02)

combatant commander. A commander in chief of one of the unified or specified combatant commands established by the President. Also called CINC. (JP 1-02)

common servicing. That function performed by one Military Service in support of another Military Service for which reimbursement is not required from the Service receiving support. (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 the Commander in Chief, US Transportation Command, excluding Service-unique or theater-assigned transportation assets. (JP 1-02)

cross-servicing. A subset of common-user logistics in which a function is performed by one Military Service in support of another Military Service and for which reimbursement is required from the Service receiving support. (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. (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.)

dominant user concept. The concept that the Service that is the principal consumer will have the responsibility for performance of a support workload for all using Services. (JP 1-02)

force tracking. The identification of units and their specific modes of transport during movement to an objective area. (JP 1-02)

forward logistic site. See naval forward logistic site.

Global Patient Movement Requirements Center. A joint activity reporting directly to the Commander in Chief, US Transportation Command, the Department of Defense single manager for the regulation of movement of uniformed services patients. The Global Patient Movement Requirements Center authorizes transfers to medical treatment facilities of the Military Departments or the Department of Veterans affairs and coordinates intertheater and inside continental United States patient movement requirements with the appropriate transportation component

commands of US Transportation Command. Also called GPMRC. (JP 1-02)

Global Transportation Network. The automated support necessary to enable US Transportation Command (USTRANSCOM) and its components to provide global transportation management. The Global Transportation Network (GTN) 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 (DOD) in-transit visibility system, providing customers with the ability to track the identity, status, and location of DOD 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 GTN collects, integrates, and distributes transportation information to combatant commanders, Services, and other DOD customers. GTN provides USTRANSCOM 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. (This term and its definition are for information and are proposed for inclusion in JP 1-02 by JP 3-17.)

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)

intertheater airlift. The common-user airlift linking theaters to the continental United States (CONUS) and to other theaters as well as the airlift within CONUS. The majority of these air mobility assets is assigned to the Commander in Chief, 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 are provided for information and are proposed for inclusion in JP 1-02 by JP 3-17.)

in-transit visibility. The ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants), and passengers; medical patients; and personal property from origin to consignee or destination across the range of military operations. Also called ITV. (JP 1-02)

intratheater airlift. Airlift conducted within a theater. Assets assigned to a geographic combatant commander or attached to a subordinate joint force commander (JFC) normally conduct intratheater airlift operations. Intratheater airlift provides air movement and delivery of personnel and equipment directly into objective areas through air landing, airdrop, extraction, or other delivery techniques as well as the air logistic support of all theater forces, including those engaged in combat operations, to meet specific theater objectives and requirements. During large-scale operations, US Transportation Command assets may be tasked to augment intratheater airlift operations, and may be temporarily attached to a JFC. Formerly referred to as theater airlift. (This term and its definition are provided for information

and are proposed for inclusion in JP 1-02 by JP 3-17.)

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 servicing. That function performed by a jointly staffed and financed activity in support of two or more Military Services. (JP 1-02)

joint tactics, techniques, and procedures. The actions and methods that implement joint doctrine and describe how forces will be employed in joint operations. They are authoritative; as such, joint tactics, techniques, and procedures will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. They will be promulgated by the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands and Services. Also called JTTP. (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)

movement control. 1. The planning, routing, scheduling, and control of personnel and cargo movements over lines of communications. 2. An organization responsible for the planning, routing, scheduling, and control of personnel and cargo movements over the lines of

communications. Also called movement control center or MCC. (JP 1-02)

naval advanced logistic support site. An overseas location used as the primary transshipment point in the theater of operations for logistic support. A naval advanced logistic support site possesses full capabilities for storage, consolidation, and transfer of supplies for support of forward-deployed units (including replacement units) during major contingency and wartime periods. Naval advanced logistics support sites, with port and airfield facilities in close proximity, are located within the theater of operations but not near the main battle areas, and must possess the throughput capacity required to accommodate incoming and outgoing intertheater airlift and sealift. When fully activated, the naval advanced logistic support site should consist of facilities and services provided by the host nation, augmented by support personnel located in the theater of operations, or both. Also called NALSS. (JP 1-02)

naval forward logistic site. An overseas location, with port and airfield facilities nearby, which provides logistic support to naval forces within the theater of operations during major contingency and wartime periods. Naval forward logistic sites may be located in close proximity to main battle areas to permit forward staging of services, throughput of high priority cargo, advanced maintenance, and battle damage repair. Naval forward logistic sites are linked to in-theater naval advanced logistic support sites by intratheater airlift and sealift, but may also serve as transshipment points for intertheater movement of high-priority cargo into areas of direct combat. In providing fleet logistic support, naval forward logistic site capabilities may range from very austere to near that of a naval advanced logistic support site. Also called NFLS. (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)

port of debarkation. The geographic point at which cargo or personnel are discharged. This may be a seaport or aerial port of debarkation; for unit requirements; it may or may not coincide with the destination. Also called POD. (JP 1-02)

port of embarkation. The geographic point in a routing scheme from which cargo or personnel depart. This may be a seaport or aerial port from which personnel and equipment flow to a port of debarkation; for unit and nonunit requirements; it may or may not coincide with the origin. Also called POE. (JP 1-02)

supported commander. 1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. 2. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (JP 1-02)

supporting commander. 1. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. 2. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. (JP 1-02)

time-phased force and deployment data. The Joint Operations 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

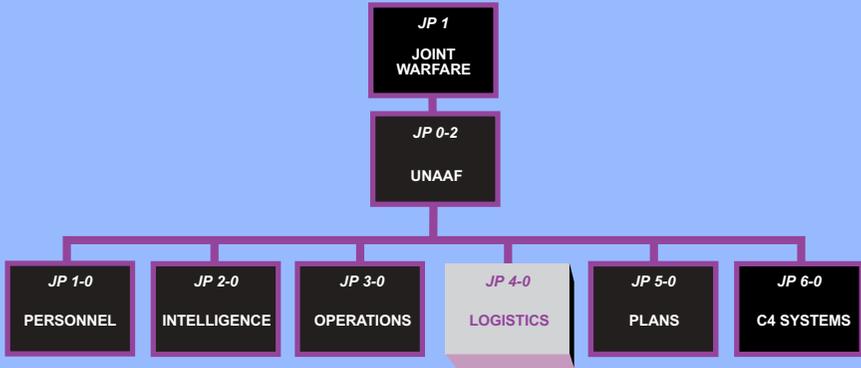
transportation component command also continues to perform Service-unique missions. Also called TCC. (JP 1-02)

unified command. A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments, that is established and so designated by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Also called unified combatant command. (JP 1-02)

validation. Execution procedure used by combatant command components, supporting combatant commanders, and providing organizations to confirm to the supported commander and US Transportation Command that all the information records in a time-phased force and deployment data not only are error free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements. Unit readiness, movement dates, passengers, and cargo details should be confirmed with the unit before validation occurs. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

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JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy as shown in the chart above. **Joint Publication (JP) 4-01.3** is in the **Logistics** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

