

Joint Publication 4-01



The Defense Transportation System



18 July 2017



PREFACE

1. Scope

This publication provides joint doctrine to plan, command and control, and employ resources within the Defense Transportation System.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff (CJCS). It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the United States in joint operations, and it provides considerations for military interaction with governmental and nongovernmental agencies, multinational forces, and other interorganizational partners. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs), and prescribes joint doctrine for operations and training. It provides military guidance for use by the Armed Forces in preparing and executing their plans and orders. 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 objectives.

3. Application

a. Joint doctrine established in this publication applies to the Joint Staff, commanders of combatant commands, subordinate unified commands, joint task forces, subordinate components of these commands, the Services, and combat support agencies.

b. The guidance in this publication is authoritative; as such, this doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence unless the CJCS, 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 US, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with US law, regulations, and doctrine.

4. Contribution

The following staff, in conjunction with the Joint Doctrine Development Community, made a valuable contribution to the revision of this Joint Publication: Lead Agent Mr. Patrick Kennedy, United States Transportation Command; Joint Staff Doctrine Sponsor Lt Col Michelle Whitfield, Joint Staff J-4; Joint Analysis Division Action Officer

LTC Mark Susnis, Joint Staff J-7, Joint Doctrine Analysis Division; and Joint Doctrine Action Officer Mr. Mitchell R. Johnson, Joint Staff J-7, Joint Doctrine Division.

For the Chairman of the Joint Chiefs of Staff:



KEVIN D. SCOTT
Vice Admiral, USN
Director, Joint Force Development

**SUMMARY OF CHANGES
REVISION OF JOINT PUBLICATION 4-01
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- **Refines Defense Transportation System capabilities to support a range of military operations.**
- **Expands descriptions of inland surface and sea transportation resources.**
- **Refines roles of the Commander, United States Transportation Command.**
- **Adds and refines description of Global Transportation Management process.**
- **Clarifies United States Coast Guard roles and responsibilities.**
- **Refines and expands the roles and responsibilities of Transportation Resources.**
- **Refines and clarifies description Air Mobility.**
- **Clarifies roles and responsibilities of Army pre-positioned stocks program.**
- **Adds and updates Defense Logistics Agency distribution centers and capabilities.**
- **Refines procedures used to forecast movement requirements.**
- **Adds the Joint Distribution Enabling Team section under the Employment of the Defense Transportation System.**
- **Removes language from Transportation Planning and Allocation of Resources section for clarification.**
- **Introduces the Joint Flow and Analysis System for Transportation under the Transportation Planning and Allocation of Resources, Wartime or Contingency section.**
- **Adds and removes language to the Employment of the Defense Transportation System, Execution section.**

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EXECUTIVE SUMMARY COMMANDER'S OVERVIEW

- **Describes the Defense Transportation System.**
 - **Presents an overview of global transportation management.**
 - **Describes the strategic mobility triad.**
 - **Discusses the close coordination among a wide variety of military, United States Government departments and agencies, and commercial transportation entities to meet contingency transportation requirements.**
 - **Presents an outline of air mobility, sealift, and land transportation resources.**
 - **Discusses joint force employment of the Defense Transportation System.**
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Overview

The Defense Transportation System

The Defense Transportation System (DTS) consists of three major sources of transportation resources and capabilities: military (organic), commercial (nonorganic), and host nation. Resources include inland surface transportation (rail, road, and inland waterway), sea transportation (coastal and ocean), air transportation, and pipelines. Combining the capabilities of airlift, sealift, and land transportation with the integrated control networks of the DTS optimizes their effective use, provides greater visibility over movements, and contributes to the global agility required of the joint force.

The Commander, United States Transportation Command (CDRUSTRANSCOM), as the Department of Defense (DOD) single manager for transportation, develops and directs the joint deployment and distribution enterprise to support global force projection; provides end-to-end visibility of the joint distribution process; identifies opportunities for performance improvement; and provides responsive transportation support of joint, United States Government (USG), and Secretary of Defense (SecDef)-approved multinational and nongovernmental logistical requirements.

Global Transportation Management

Global transportation management refers to an integrated process that includes: coordinating efforts in the Planning, Programming, Budgeting, and Execution process; developing unified or coordinated management procedures and systems for planning; and using DOD and civilian transportation systems during exercises and operations with centralized traffic management.

The Strategic Mobility Triad

The strategic mobility triad comprises strategic airlift, sealift, and pre-positioned stocks (both afloat and ashore).

Interrelationships

Since a large portion of the emergency transportation capability needed by DOD is in civil sector resources, **close coordination among a wide variety of military, USG departments and agencies, and commercial transportation entities is required to meet contingency transportation requirements.** Therefore, United States Transportation Command (USTRANSCOM) and its component commands, in coordination with supported combatant commanders (CCDRs) and their components, establish working relationships with numerous commercial transportation entities in anticipation of those surge and emergency transportation requirements that will stress DTS.

Department of Defense

SecDef is responsible for transportation planning and operations within DOD. SecDef designated CDRUSTRANSCOM as the DOD single manager for transportation (other than for Service-organic or theater-assigned transportation assets).

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

The Commander, United States Transportation Command

CDRUSTRANSCOM:

- Provides transportation and common-user port management and terminal services for DOD, as well as non-DOD, agencies upon request.
- Exercises combatant command (command authority) (COCOM) of all assigned forces as

authorized by the “Forces for Unified Commands” Memorandum.

- Exercises responsibility for global airlift, sealift, and land transportation planning in coordination with the supported CCDRs.
- Acts as DOD focal point for items moving through the transportation system.
- Exercises responsibility for intertheater (non-theater assigned) patient movement through aeromedical evacuation.

Geographic Combatant Commands

Geographic combatant commanders (GCCs), in coordination with CDRUSTRANSCOM and other supporting commanders, are jointly responsible for the deployment of forces from origin to destination.

GCCs can create a joint deployment and distribution operations center (JDDOC) and incorporate its capabilities into their staff functions. The JDDOC develops deployment and distribution plans; integrates multinational and/or interagency deployment and distribution; and coordinates and synchronizes supply, transportation, and related distribution activities.

Military Departments and Department of Defense Agencies

The Military Departments retain responsibility for organizing, training, equipping, and providing logistical support (including Service-organic transportation assets) of their respective forces. These forces and other DOD agencies depend on common-user military transportation services. In this role, the United States Army (USA), US Navy, United States Coast Guard, United States Air Force (USAF), United States Marine Corps, Defense Logistics Agency (DLA), and other DOD agencies are all generically called “shipper services.”

Transportation Resources

Air Mobility

Air mobility includes airlift and air refueling. Intertheater air mobility serves continental United States (CONUS)-to-theater and theater-to-theater air mobility needs of the GCCs. Air mobility assets assigned to USTRANSCOM execute the majority of intertheater air mobility missions. Intratheater air mobility missions, defined by area of

responsibility boundaries, are conducted by air mobility forces assigned or attached to the GCCs. Intratheater air mobility assets are normally scheduled and controlled through the theater air operations center or a joint air operations center if established.

Sealift

Shipping resources can be classified into three pools: USG-owned, US flag commercial, and foreign flag commercial assets.

- **USG-Owned Assets.** DOD Military Sealift Command (MSC) maintains a fleet of organic vessels in full operational status, as well as a fleet in a reduced operating status.
- **US Flag Commercial Assets.** Ships operating under a US flag are routinely tasked by Military Surface Deployment and Distribution Command (SDDC) to meet shipping demands using scheduled liner service. For unique or high-volume shipping demands, MSC routinely charts US flag vessels.
- **Foreign Flag Ships.** When US flag ships are unavailable, foreign flag ships can be acquired for DOD use through four different methods: liner service, voluntary charter, allied shipping agreements, and requisitioning of effective US control shipping.

Land

SDDC maintains transportation agreements and all commercial carrier costing information necessary to move shipments within the US via surface transportation.

Defense Freight Transportation Services supports DLA and enables the government to partner with a third-party logistics provider to manage the distribution of DOD CONUS freight.

Assigning responsibility for common-user land transportation is a function of the GCC's directive authority for logistics, and it is up to each GCC to outline this in the operation plan and supporting plans.

Theater

In overseas areas, US air and surface units assigned to the GCC provide for organic and common-user

transportation service. Common-user transportation assets within the DTS are under the COCOM of CDRUSTRANSCOM, excluding Service-organic or theater-assigned assets. Theater-assigned common-user transportation assets are under the COCOM of the respective GCC. The USAF and USA component commanders are normally delegated operational control of their respective Service assets in order to meet their organic theater requirements in support of the GCC, while making some assets available as common-user transportation.

Host Nation Support

Host-nation support, negotiated through bilateral or multilateral agreements, provides for a nation to either accept responsibility for a particular function within its borders (e.g., aerial ports of debarkation cargo clearance) or designate civilian and/or military resources to be used in that capacity under military control.

Employment of the Defense Transportation System

Movement Requirements

Movement requirements must be properly validated and prioritized by the supported joint force commanders. The CJCS oversees policy and guidance on methods to prioritize DOD transportation requirements, including use of DOD common-user airlift and sealift resources. The Joint Transportation Board (JTB), if convened, or the Joint Staff's (JS's) Joint Logistics Operations Center (JLOC) ensures the CJCS can maintain cognizance over transportation requirements and capabilities, as well as ensure information is available for determining and adjusting allocations of common-user resources and priorities during wartime or contingencies.

Transportation Planning and Allocation of Resources

Movement requirements include priorities for DOD common-user airlift, air refueling, and sealift resources based on the DOD transportation movement and air refueling priority systems. The JS JLOC, or JTB if convened, ensures the CJCS maintains cognizance of transportation requirements and capabilities, and that information is available for adjusting allocations of common-user resources and priorities during wartime and contingencies. An urgency of need or the existence of valid

circumstances to use a priority other than normal channel lift must be established by appropriate authority before those priorities can be used.

Execution

As during planning, problems during execution not resolved at the USTRANSCOM and/or Service level will be addressed by the USTRANSCOM J-3 [Director, Operations and Plans], to the directors of the Joint Staff J-3 [Operations Directorate] and Joint Staff J-4 [Logistics Directorate], or to the CJCS's JTB, if convened, for resolution. If reallocation of forces is needed, a request should be sent and coordinated with the JS Global Force Management office.

In-Transit Visibility Reporting

The Integrated Data Environment/Global Transportation Network Convergence (IGC) is a single system that integrates information from a variety of DTS automated information systems to provide in-transit visibility (ITV) and command and control data support. IGC is the ITV system of record providing expanded common integrated data and application services enabling distribution solutions. IGC enables a common logistics picture, distribution visibility, and material asset/ITV.

CONCLUSION

This publication provides joint doctrine to plan, command and control, and employ resources within the DTS.

CHAPTER I OVERVIEW

“Victory is the beautiful, bright-colored flower. Transport is the stem without which it could never have blossomed.”

Winston Churchill, *The River War*, 1899

1. General

This chapter provides a general overview of the Defense Transportation System (DTS) and its role in supporting joint operations and US national security objectives. **The DTS is multifaceted and versatile, resulting in transportation for mobility and movements for the joint force across the range of military operations.**

a. **Background.** The DTS is that portion of the worldwide transportation infrastructure that supports Department of Defense (DOD) transportation needs in times of peace and war. It consists of three major sources of transportation resources and capabilities: military (organic), commercial (nonorganic), and host nation (HN). Resources include inland surface transportation (rail, road, and inland waterway), sea transportation (coastal and ocean), air transportation, and pipelines. DTS infrastructure and supporting services include seaports, aerial ports, railways, highways, pipeline pumping and terminal stations, automated information systems (AISs), in-transit visibility (ITV), customs, and traffic management. DTS is essential to the DOD transportation capability to project military power worldwide. Combining the capabilities of airlift, sealift, and land transportation with the integrated control networks of the DTS optimizes their effective use, provides greater visibility over movements, and contributes to the global agility required of the joint force.

b. Transportation systems, procedures, and organizational responsibilities, as they relate to peacetime and wartime requirements, should remain standardized regardless of the types of joint operations being conducted or the increased transportation necessary to support those operations. The Defense Transportation Regulation (DTR) 4500.9-R, *Defense Travel Regulation*, provides standardization for transportation processes and procedures. This standardization allows transportation forces to routinely train and operate during peacetime in the same manner in which they would operate during a crisis or a contingency and provides the inherent flexibility to effectively and quickly support any type of military operation. The aggregate transportation capability exercised through the DTS is essential to the military instrument of national power that allows DOD to support the objectives and strategies of the President and Secretary of Defense (SecDef).

c. The Commander, United States Transportation Command (CDRUSTRANSCOM), as the DOD single manager for transportation, develops and directs the joint deployment and distribution enterprise to support global force projection; provides end-to-end visibility of the joint distribution process; identifies opportunities for performance improvement; and provides responsive transportation support of joint, United States Government (USG), and SecDef-approved multinational and nongovernmental logistical requirements. In this capacity, except for those assets that are Service-organic or theater-assigned, CDRUSTRANSCOM exercises



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

combatant command (command authority) (COCOM) of assigned transportation assets. In coordination with the geographic combatant commanders (GCCs), CDRUSTRANSCOM integrates DOD transportation procedures and systems; aligns traffic management; and ensures strategic air, land, and sea mobility capabilities are maintained. CDRUSTRANSCOM establishes and maintains relationships between DOD and the commercial transportation industry and provides the transportation support for the core logistic functions discussed in Joint Publication (JP) 4-0, *Joint Logistics*.

(1) SecDef has designated CDRUSTRANSCOM as the DOD distribution process owner. CDRUSTRANSCOM's role is to coordinate, synchronize, and oversee the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide end-to-end distribution.

(2) CDRUSTRANSCOM is responsible for the synchronized planning of global distribution operations. In this expanded role, CDRUSTRANSCOM leads a collaborative operation and campaign planning effort that includes combatant commands (CCMDs), Services, combat support agencies, and as appropriate, other interagency partners, US commercial partners, multinational partners, and applicable HNs. The resulting plan, the *Campaign Plan for Global Distribution 9033*, represents the DOD's campaign plan to synchronize and shape the future of distribution. Key CDRUSTRANSCOM objectives are to:

- (a) Synchronize efforts between global and theater distribution plans.
- (b) Identify potential gaps, threats, and vulnerabilities to distribution operations, along with opportunities to mitigate these risks.
- (c) Produce a comprehensive, integrated understanding of distribution that informs posture planning.
- (d) Leverage security cooperation opportunities to sustain and enhance the global distribution network.
- (e) Build relationships, improve distribution infrastructure, and enhance access as required to enable distribution operations.
- (f) Enhance distribution capabilities.

2. Global Transportation Management

Global transportation management (GTM) refers to an integrated process that includes: coordinating efforts in the Planning, Programming, Budgeting, and Execution process; developing unified or coordinated management procedures and systems for planning; and using DOD and civilian transportation systems during exercises and operations with centralized traffic management. DOD movement requirements can be numerous and can range from supporting normal peacetime operations to major combat operations in which the nation's transportation system could be severely stressed, and the transition period from peacetime to war may be extremely short. These movements take place across the global distribution network, a complex array of capabilities and providers, operating across multiple theaters, under the direction of numerous commands and agencies. The GTM utilizes the DTS to provide the most effective use of air, sea, and land transportation resources from origin to destination. The objective of GTM is to achieve responsive transportation for all phases of military operations.

a. **ITV.** To promote effective GTM and ITV, the supporting transportation and distribution information enterprise must be effective, efficient, and secure. ITV is the capability to employ information technology resources to track the identity, status, and location of DOD units, nonunit cargo (excluding bulk petroleum, oils, and lubricants [POL]), passengers, patients, and personal property from origin to consignee or destination across the range of military operations. The Integrated Data Environment/Global Transportation Network Convergence (IGC) is the designated DOD system for ITV.

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

b. **Transportation Requirements.** Commanders and planners at the strategic, operational, and tactical levels require a detailed supporting database to provide adequate force, deployment, employment, sustainment, and retrograde information. The database prepared through the Joint Operation Planning and Execution System (JOPES) provides

information to the supported and supporting CCMDs, United States Transportation Command (USTRANSCOM), subordinate joint force commands, the Services, and DOD agencies to identify time-phased deployment requirements. Planners use JOPES to create a time-phased force and deployment data (TPFDD) computer file. Use of the TPFDD is essential to the timely exchange of detailed force and other deployment data. Combatant commanders (CCDRs), subordinate commanders, and supporting commanders must enter accurate transportation requirements into JOPES as soon as they are known. USTRANSCOM and its components use this data to gain a close approximation of the transportation assets that may be needed to move these requirements.

c. **General Considerations.** Although the level of detail may vary depending on the scope of the mission and the echelon of command where a transportation requirement is being worked, there are several general considerations that influence transportation planning and capability, including those shown in Figure I-1.

d. **Critical Infrastructure Protection.** Effective use of DTS is based on the assurance that physical infrastructures (such as port, road, and rail systems), and virtual infrastructure (such as command and control [C2] systems and telecommunication systems) will be available when needed. The threat of attacks on transportation infrastructure grows as part of adversaries' antiaccess and area denial strategies. It is imperative that organizations that rely on DTS identify critical infrastructures that, if compromised, could jeopardize the mission of the supported CCDR. Organizations must take actions to mitigate vulnerabilities and risk to lines of communications and ensure those critical assets will be available to meet mission requirements.

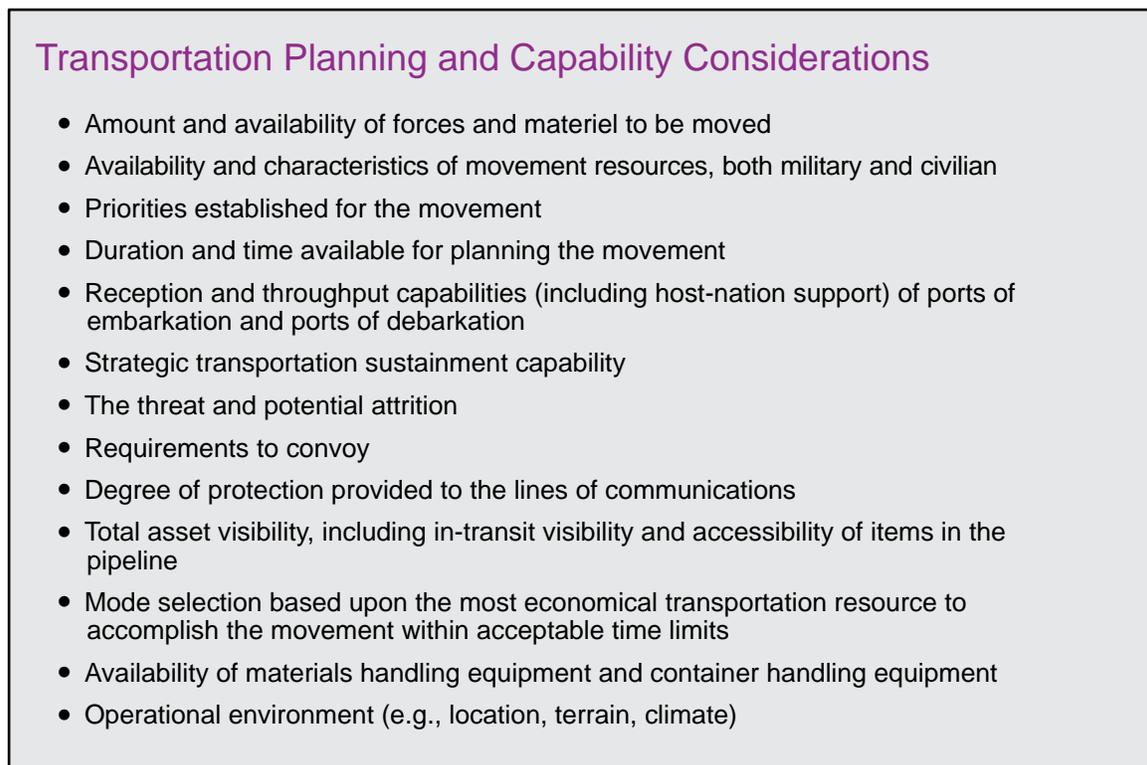


Figure I-1. Transportation Planning and Capability Considerations

3. The Strategic Mobility Triad

The strategic mobility triad, depicted in Figure I-2, supports the National Military Strategy by projecting military power anywhere in the world. The strategic mobility triad comprises strategic airlift, sealift, and pre-positioned stocks (both afloat and ashore). Each element of the triad has its own unique advantages and disadvantages. In general, air mobility transports light, high-priority forces and supplies, including personnel and equipment required to rapidly integrate units with pre-positioned elements' equipment and supplies. As an operation progresses, sealift delivers the heavy units and their support equipment, as well as the vital sustainment for deployed forces.

a. **Airlift.** The airlift element consists of a combination of military and commercial air assets. Airlift has the ability to move passengers and cargo quickly and deliver it to most airports throughout the world. However, the amount of cargo airlift can deliver rapidly is limited and operating costs are considerably higher than other modes.

b. **Sealift.** Sealift capacity comes from government-owned and commercial ships. The major advantage to sealift is the ability to move large amounts of cargo at relatively low cost. The disadvantages to using sealift are that it moves slowly, large vessels are

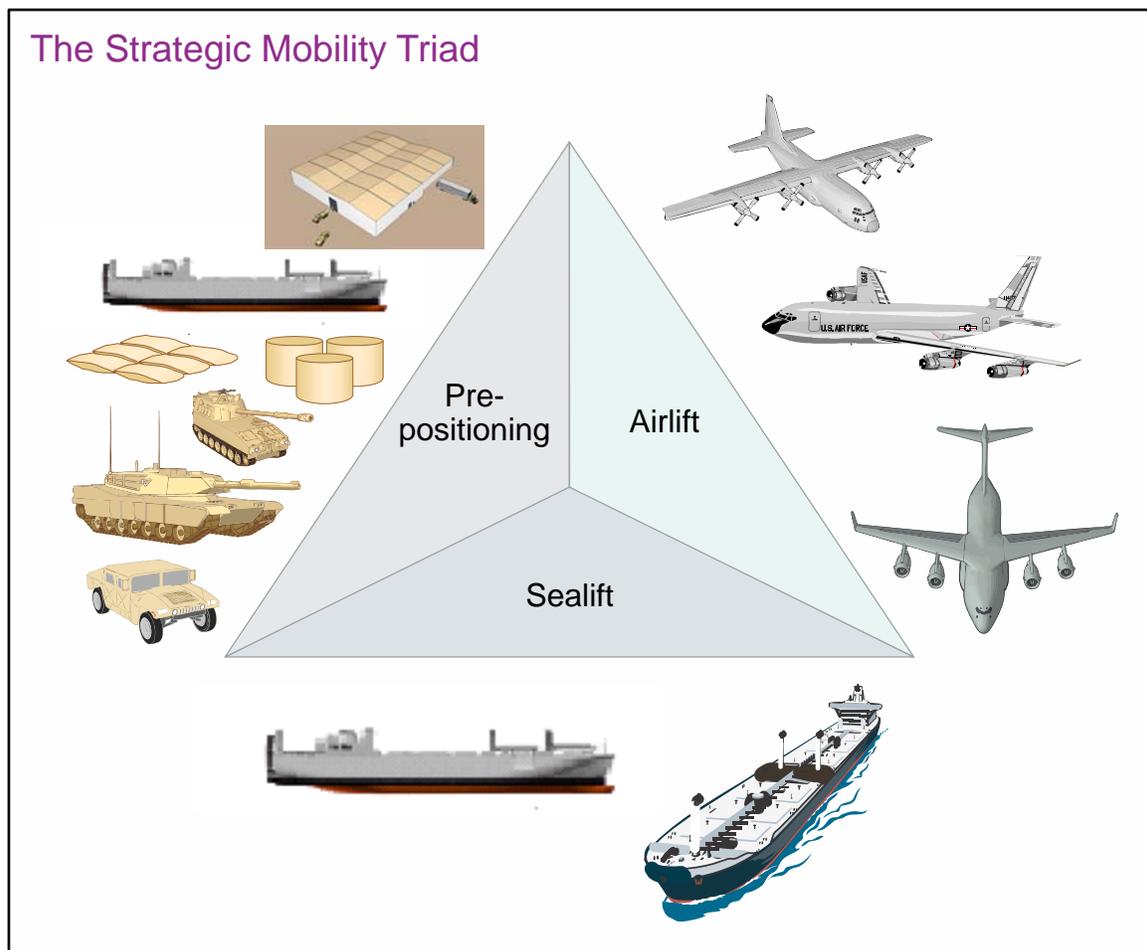


Figure I-2. The Strategic Mobility Triad

generally limited to using modernized ports capable of receiving deep draft vessels, and the condition of port facilities.

c. **Pre-positioned Stocks.** These pre-positioned stocks can be afloat (on a ship) or land based. The primary advantage is that this equipment is already located in theaters. These strategically based assets reduce the deployment response time, requiring only the air movement of unit personnel to fall in on the equipment sets, which is crucial with a predominately continental United States (CONUS)-based joint force. There are disadvantages with both the afloat and land-based pre-positioned stocks. Due to the large size of the pre-positioned ships, similar to the sealift vessels, they are often limited to modern ports to discharge their cargo. The challenge with land-based materials is that they are difficult to move over long distances and might not be able to move in the required timeframe to support the Ccdr.

CHAPTER II INTERRELATIONSHIPS

"If you don't have my army supplied, and keep it supplied, we'll eat your mules."

William Tecumseh Sherman's warning to an army quartermaster before the departure of Sherman's army from Chattanooga toward Atlanta, 1864.

1. General

This chapter discusses the responsibilities, roles, and interrelationships of the principal authorities and participants involved in the DTS and GTM. Routine DOD transportation requirements worldwide normally require military, commercial, and HN resources. Crises and contingencies typically require surges in the use of DTS, and for some military contingencies, use of the strategic mobility triad with significant augmentation by the civil sector. Since a large portion of the emergency transportation capability needed by DOD is in civil sector resources, **close coordination among a wide variety of military, USG departments and agencies, and commercial transportation entities is required to meet contingency transportation requirements.** Therefore, USTRANSCOM and its component commands, in coordination with supported CCDRs and their components, establish working relationships with numerous commercial transportation entities in anticipation of those surge and emergency transportation requirements that will stress DTS.

2. Department of Defense

a. **SecDef is responsible for transportation planning and operations within DOD.** SecDef designated the Assistant Secretary of Defense for Logistics and Materiel Readiness to establish policies and provide guidance to DOD components concerning efficient and effective use of DTS. SecDef designated CDRUSTRANSCOM as DOD single manager for transportation (other than for Service-organic or theater-assigned transportation assets). SecDef designated the DOD Chief Information Officer to establish policy and guidance concerning interoperability and cybersecurity requirements needed for effective, efficient, and secure DTS operations in cyberspace.

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

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

(2) Prescribes a movement priority system in agreement with the Uniform Materiel Movement and Issue Priority System (UMMIPS) that will ensure responsiveness to meet the requirements of the using forces.

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

(4) Assigns movement priorities in support of DOD.

(5) Apportions intertheater air mobility assets through the CJCS Notice 3110.03, *(U) Mobility Appendix to Logistics Supplement for the Joint Strategic Capabilities Plan (JSCP)*.

(6) Adjudicates competing lift priorities as requested by CDRUSTRANSCOM and the directors of the Joint Staff (JS) J-3 [Operations Directorate] and Joint Staff J-4 [Logistics Directorate] when making a coordinated recommendation, or the CJCS Joint Transportation Board (JTB).

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

(7) Acts on the coordinated recommendations of the directors of the JS J-3 and JS J-4, or the CJCS JTB, if convened, with respect to the establishment of priorities and allocations for the use of air mobility, sealift, and surface transportation capability. If reallocation of forces is needed, requests should be sent to the JS.

c. The CDRUSTRANSCOM:

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

(2) Exercises COCOM of all assigned forces (including Reserve Component forces when mobilized or ordered to active duty for other than training) as authorized by the “Forces for Unified Commands” Memorandum as incorporated in the *Global Force Management Implementation Guidance*.

(3) Exercises responsibility for global airlift, sealift, and land transportation planning in coordination with the supported CCDRs.

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

(5) Exercises responsibility for intertheater (non-theater assigned) patient movement (PM) through aeromedical evacuation (AE).

(6) Oversees the responsibilities listed below:

(a) Provide supported CCDRs with the coordinated transportation planning expertise required during the joint planning process with the supported CCDR. This includes reviewing Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3110.01, *(U) 2015 Joint Strategic Capabilities Plan (JSCP)*, (referred to as the JSCP), tasking and the Guidance for Employment of the Force (GEF); analyzing supported CCDR requirements registered in JOPEs (force and non-unit cargo and/or personnel) for transportation feasibility; and advising the supported CCDR of changes required to produce a force and sustainable deployment concept. Upon approval of the supported CCDR's plan, provide plan maintenance support as required.

(b) Provide deployment estimates and total lift asset availability to the President, SecDef, and supported CCDRs for development of alternative courses of action (COAs) and optimal flow of forces. CDRUSTRANSCOM advises the supported CCDRs and CJCS concerning use of, or changes to, lift capabilities.

(c) Assist the supported CCDRs during deployment and ensure validated movement requirements are routed and scheduled. During sustainment, redeployment, and reconstitution, CDRUSTRANSCOM considers efficient use of intertheater lift resources. CDRUSTRANSCOM recommends reallocation of intertheater assets to optimize their use and support plan execution during deployment, employment, reconstitution, redeployment, and sustainment to CJCS. USTRANSCOM routinely balances multiple CCDRs' strategic lift requirements. However, when competing strategic lift priorities cannot be resolved, CDRUSTRANSCOM, via the USTRANSCOM J-3 [Director, Operations and Plans], will refer the issue accompanied with recommended COAs to the JS J-3 and JS J-4 for resolution. The JS J-3 and JS J-4 will either provide a solution or request the CJCS JTB convene to resolve the transportation priority (TP) issues. However, this does not preclude CDRUSTRANSCOM from directly addressing priority and allocation issues with CJCS for resolution or adjudication if a balance of transportation requirements and capabilities cannot be maintained.

(d) Interface, as DOD executive agent for customs, with US Customs and Border Protection (CBP), state customs, and agriculture officials; CBP provides agriculture inspections of DOD personnel, materiel, and equipment returning to the customs territory of the US.

(e) Develop and maintain integrated, effective, efficient, and secure DOD information networks for ITV, transportation, and distribution. IGC provides that capability and is the designated ITV system for DOD. IGC also provides a C2 function for USTRANSCOM and is integrated into the Global Command and Control System (GCCS) family of systems and the Global Combat Support System. USTRANSCOM provides other capabilities to support end-to-end deployment and distribution planning and execution. For additional information, refer to Chapter IV, "Employment of the Defense Transportation System."

For additional information on GCCS, refer to JP 6-0, Joint Communications System.

(f) Develop policies and procedural guidance through the CCDRs, in collaboration with the DOD components, USG border clearance activities, and foreign governments, to ensure efficiency and uniformity in the implementation of the DOD Military Customs and Border Protection Program.

d. **USTRANSCOM TCCs**, shown in Figure II-1, provide intermodal capability through integration of common-user transportation systems and resources. Whatever command relationships are established between USTRANSCOM and its TCCs with the GCCs and their component commands, transportation assets remain under the administrative control of their respective Service component commanders. The TCCs continue to perform Service-unique missions and Service-oriented and common-user procurement, training, and maintenance scheduling.

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

(2) **Military Sealift Command (MSC)**. MSC is a major command of the United States Navy (USN). As a transportation component of USTRANSCOM, MSC provides

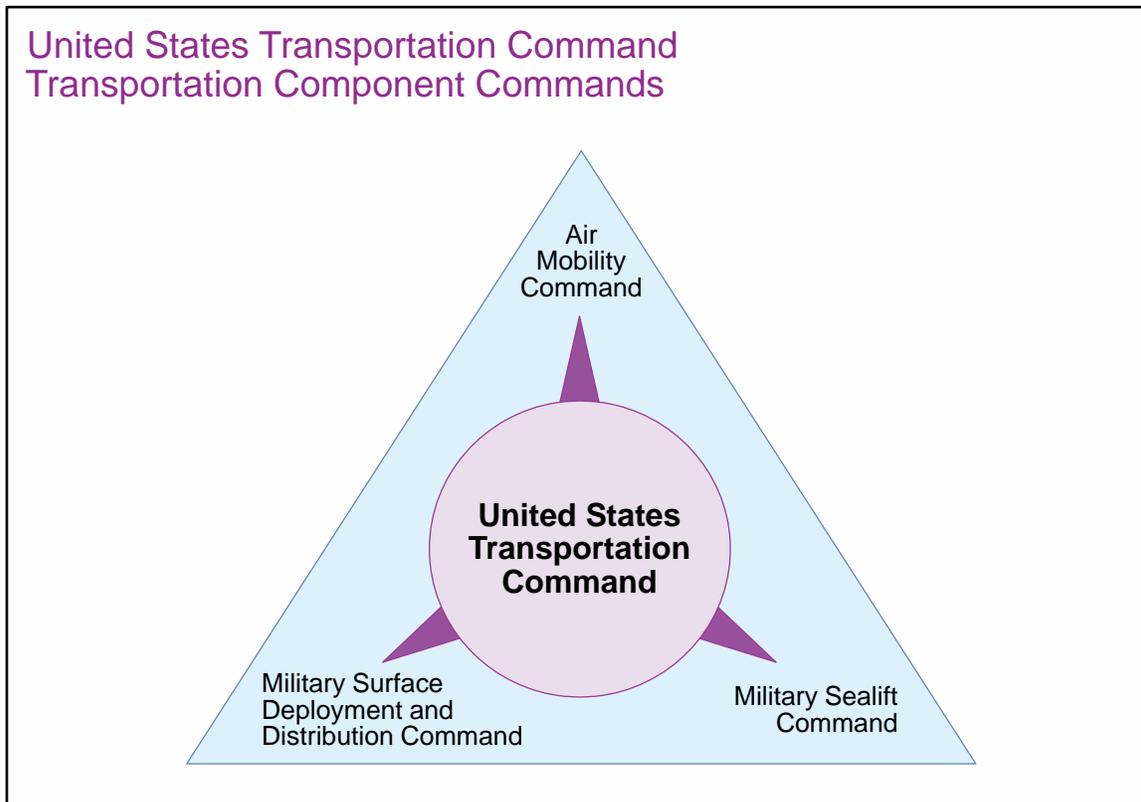


Figure II-1. United States Transportation Command Transportation Component Commands

common-user and exclusive use sealift transportation services to deploy, employ, sustain, and redeploy US forces on a global basis.

For more information on MSC, refer to JP 4-01.2, Sealift Support to Joint Operations.

(3) Military Surface Deployment and Distribution Command (SDDC).

SDDC is an operational-level, United States Army (USA) force designated by the Secretary of the Army as the Army Service Component Command of USTRANSCOM and a major subordinate command of US Army Materiel Command. As a transportation component of USTRANSCOM, SDDC provides worldwide common-use ocean terminal services and traffic management services to deploy, employ, sustain, and redeploy US forces on a global basis. SDDC also conducts transportation engineering to ensure deployability and feasibility of present and future deployment assets. Additionally, SDDC is the SPM for all common-user seaports of embarkation (SPOEs) and seaports of debarkation (SPODs) and manages the Defense Freight Railway Interchange Fleet (DFRIF). When designated (e.g., using stevedoring services contracts or host-nation support [HNS]), SDDC also serves as the port operator. Military Surface Deployment and Distribution Command Transportation Engineering Agency (SDDCTEA) provides deployment engineering, research, and analytical expertise to improve the global deployment and distribution capabilities of the Armed Forces of the United States. SDDCTEA executes surface transportation engineering policy matters assigned by the Office of the SecDef on behalf of USTRANSCOM and SDDC headquarters (HQ). SDDCTEA also provides a focal point to develop DTS-related modeling and simulation tools. SDDCTEA's primary functions are to:

- (a) Manage the highways, railroads, and ports for national defense programs.
- (b) Analyze force deployability, transportation infrastructure, and operations and/or exercise.
- (c) Assess the capability of power projection platforms and seaports to meet deployment requirements.
- (d) Ensure transportability design influence, criteria, and critical movement considerations are integrated in the DOD acquisition process.
- (e) Formulate movement procedures for existing and future material.
- (f) Develop deployability analysis techniques and transportation models and simulations.
- (g) Manage the acquisition and distribution of authoritative transportation data in support of deployment requirements.

e. **GCCs**

(1) **General.** GCCs, in coordination with CDRUSTRANSCOM and other supporting commanders, are jointly responsible for the deployment of forces from origin to destination.

(2) **Plan Development.** For planning, GCCs develop a concept of operations (CONOPS) using the assumptions and forces made available for planning through the JSCP, GEF, and other strategic guidance. GCCs also conduct logistic supportability analyses to develop concepts of support. Subordinate component commanders then determine their specific force deployment and sustainment requirements with recommended time phasing. Planners integrate component requirements and develop the supported GCC's TPFDD, which identifies force requirements for the plan and provides routing data from origin to destination. Within this planning construct, supported and supporting commanders' planners:

(a) Evaluate and implement appropriate factors detailed in theater distribution plans (TDPs) as specified in CJCSI 3110.03, *(U) Logistics Supplement to the Joint Strategic Capabilities Plan (JSCP) FY 2008*, and provide theater mobility and distribution analysis of the infrastructure, support relationships, and customer locations to ensure sufficient capacity or planned enhanced capability. The TDP includes a comprehensive list of references, country data, and information requirements necessary to plan, assess, and conduct theater distribution and joint reception, staging, onward movement, and integration (JRSOI). The TDP also includes theater-specific deployment considerations, including primary APODs and SPODs, support for theater-organic and common-user airlift, and requirements for generating critical enablers.

(b) Analyze movement requirements to determine transportation feasibility using available assets. After final refinement, the total requirement becomes part of the JOPES database.

(3) **Joint Deployment and Distribution Operations Center (JDDOC).** GCCs can create a JDDOC and incorporate its capabilities into their staff functions. The JDDOC develops deployment and distribution plans; integrates multinational and/or interagency deployment and distribution; and coordinates and synchronizes supply, transportation, and related distribution activities. The JDDOC synchronizes the strategic to operational movement of forces and sustainment into theater by providing advance notice to the GCC's air and surface theater movement control elements. In concert with the GCC's overall priorities, and on behalf of the GCC, the JDDOC coordinates common-user and theater distribution operations above the tactical level.

For more information, see JP 4-09, Distribution Operations.

(4) **Joint Movement Center (JMC).** A JMC may be established at a subordinate unified or joint task force (JTF) level to coordinate the employment of all means of common-user theater transportation (including that provided by allies, partner nations, or the HN) to support the theater CONOPS. This coordination is accomplished through establishment of theater and JTF transportation policies within the assigned operational area (OA), consistent with relative urgency of need, port and terminal capabilities,

transportation asset availability, and priorities set by a joint force commander (JFC). The JTF JMC will work closely with the JDDOC.

(5) **Theater-Joint Transportation Board (T-JTB).** Because transportation is critical to any operation requiring the movement of military forces, CCMDs need the ability to prioritize available transportation resources rapidly. Each command should establish allocation procedures during peacetime to facilitate a smooth transition during crisis operations. Therefore, GCCs should establish a T-JTB to address transportation issues within their command, such as prioritizing apportioned transportation among components for unit movement, non-unit movement, and resupply. This action should be initiated as close to the beginning of a deployment as possible in order to preclude confusion and backlogs, and to deconflict commercial, US military, and other demands on in-theater transportation assets.

f. Military Departments and DOD Agencies

(1) The Military Departments retain responsibility for organizing, training, equipping, and providing logistical support (including Service-organic transportation assets) of their respective forces. These forces and other DOD agencies depend on common-user military transportation services. In this role, the USA, USN, United States Coast Guard (USCG), USAF, United States Marine Corps (USMC), DLA, and other DOD agencies are all generically called “shipper services.” Each Service establishes transportation policy for the movement of equipment and supplies funded by the applicable shipper service and for administrative support and performance of transportation operations assigned by CCDRs at either their local shipping installations or throughout the theater. They also maintain trained personnel who can participate in joint planning and provide JOPEs inputs. Each of the Services, as well as DLA, operate either a joint or Service-specific transportation office that is responsible for requesting transportation through the DTS to move household goods, supplies (including ammunition), unit equipment, and military forces within CONUS, the overseas theater, between CONUS and the overseas theaters, or to support the GCC during routine and crisis-generated deployments.

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

(3) DLA provides worldwide logistic support to the Services, CCMDs, other DOD components, USG departments and agencies, foreign governments, and international organizations.

(4) The National Geospatial-Intelligence Agency provides standard and tailored imagery, imagery intelligence, and geospatial information and services to DOD and other

federal organizations. Inventory management, hard copy printing, replication, and distribution of standard geospatial products are accomplished by DLA.

(5) The Defense Information Systems Agency (DISA), in conjunction with the DOD Chief Information Officer, provides, operates, and assures C2 systems, communications links, information-sharing capabilities, and a globally accessible enterprise information infrastructure in direct support to joint warfighters, national-level leaders, and other mission and multinational partners. It ensures the interoperability of the GCCS; the Defense Information System Network; theater and tactical C2 systems; North Atlantic Treaty Organization (NATO) and/or allied command, control, and communications systems; and national and/or international commercial systems that affect the DISA mission. It supports national security emergency preparedness telecommunications functions of the National Communications System.

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

3. Department of Transportation

Under Executive Order 12656, *Assignment of Emergency Preparedness Responsibilities*, the Secretary of Transportation (SECTRANS) leads the federal transportation community. During national defense emergencies, SECTRANS has a wide range of delegated responsibilities, including executive management of the nation's transportation resources to meet essential military transportation needs. The Emergency Transportation Operations (ETO) team is SECTRANS's peacetime staff element responsible for emergency transportation planning and the executive management of civil transportation resources. During a national defense-related emergency, SECTRANS will exercise the delegated authorities of the Defense Priority and Allocation System, as authorized in the Defense Production Act of 1950 (Title 50, United States Code [USC], Chapter 55), to provide civil TP service to DOD before and during mobilization to meet essential civil and military needs. Federal transportation agencies carry out their plans in compliance with SECTRANS policy.

a. **Federal Aviation Administration** is responsible for the following:

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

(2) Ensuring the safety of commercial aircraft through federal aviation regulations, the establishment of standards, inspections, and the imposition of flight restrictions through circulars and special federal aviation regulations.

(3) Providing priority service orders to support DOD requirements, subject to DOT ETO approval.

(4) Administering insurance program for Civil Reserve Air Fleet (CRAF) carriers per Title 49, USC, Chapter 443 (Insurance).

b. **Federal Highway Administration (FHWA).** The FHWA is responsible for administering the Federal-Aid Highway Program. Financial assistance for the construction and improvement of transportation facilities (highways and transit) is made available to state transportation agencies and local governments through several programs, usually by legislative formulas. Individual projects are planned and developed by the state and local governments in accordance with procedures and regulations established by the FHWA, which oversees the program through field offices in each state. The FHWA works closely with SDDC to address defense-related transportation requirements.

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

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

(1) Maintaining, in accordance with DOD readiness criteria, an active fleet of strategic sealift vessels in the Maritime Administration Ready Reserve Force (MARAD RRF), a component of the inactive National Defense Reserve Fleet (NDRF), to support emergency and national security sealift needs;

(2) Administering funding for the maintenance of the MARAD RRF and NDRF;

(3) Administering the Maritime Security Program (MSP) and the priorities and allocations of the Voluntary Intermodal Sealift Agreement (VISA);

(4) Acquiring US flag, US-owned, and other militarily useful merchant ships in accordance with appropriate authorities from the Merchant Marine Act of 1936 (Title 26, Code of Federal Regulations, 3.0, Section 607) and the Emergency Foreign Vessels Acquisition Act of 1954 (Title 46, USC, Chapter 563; and Title 50, USC, Section 196);

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

(6) Administering the Vessel War Risk Insurance Program (Title 46, USC, Chapter 539, Merchant Marine Act of 1936); and

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

4. Department of Homeland Security

a. **USCG.** The USCG is the lead federal agency for maritime and port security operations at all times. The USCG operates as a specialized Service alongside the USN and USMC under its own authorities and provides direct support to CCDRs. USCG port safety responsibilities include the establishment, certification, and supervision of ammunition loading operations and port capability. To ensure the safety and security of CONUS strategic seaports, the USCG chairs the Port Readiness Committee and oversees port readiness exercises. The USCG's role also includes credentialing merchant mariners to serve the expanded shipping needs. Upon declaration of war or Presidential direction, the USCG becomes a Service under the Department of the Navy. In this capacity, the USCG will request transportation support from USTRANSCOM via the DTS.

b. **CBP.** CBP maintains surveillance of commercial and military terminals for illegal goods and for the improper transfer of United States Munitions List (USML) items. CBP maintains surveillance of agricultural products entering the US through DTS terminals. It ensures military equipment returning to the US is free from organisms that could infect and adversely impact the US agriculture and forestry industries.

c. **Federal Emergency Management Agency** is responsible for preparedness for, response to, and recovery from disasters within the US or US territories.

d. **Transportation Security Administration** protects the nation's transportation systems to ensure freedom of movement for people and commerce.

e. **Department of Homeland Security (DHS) Office of Infrastructure Protection.** The DHS Office of Infrastructure Protection leads the coordinated national effort to reduce the risk to our critical infrastructure and key resources posed by acts of terrorism, and strengthens national preparedness, timely response, and rapid recovery in the event of an attack, natural disaster, or other emergency. A network of protective security advisors is DHS's on-site critical infrastructure and vulnerability assessment specialists assigned to local communities throughout the US. Protective security advisors serve as DHS infrastructure protection liaisons between federal agencies; state, local, territorial, and tribal governments; and the private sector.

5. Other United States Government Departments and Agencies

a. **Department of Energy (DOE).** DOE ensures crude oil, petroleum products, solid fuels, natural gas, gaseous liquids, and nuclear materials are available and regulates many aspects of their movements.

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

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

d. **Department of State (DOS)**. DOS is responsible for the operation of the noncombatant evacuation program. DOS also coordinates outside the continental United States (OCONUS) overflight rights, diplomatic clearances, and visa and/or passport requirements. DOS also controls the export and temporary import of defense articles and services contained on the USML through the Directorate of Defense Trade Controls. In addition, DOS requests foreign humanitarian assistance (FHA) transportation from DOD.

e. **United States Postal Service** is an independent establishment of the Executive Branch of the USG and maintains movement of essential military mail.

f. **National Oceanic and Atmospheric Administration** provides aeronautical data and environmental weather services.

g. **General Services Administration (GSA)**. GSA manages government property and records, including construction and operation of buildings, procurement and distribution of supplies, and transportation programs such as the domestic and international city-pairs contract and small package domestic express service contract program. Under the provisions of a strategic partnership with DOD, GSA requires all participants in the city-pairs program to be CRAF members. In return, DOD personnel are mandatory users of the GSA city-pairs domestic and international contracts, as well as the DOD blanket purchase agreement within GSA domestic express contract. Additionally, GSA authorizes non-DOD agencies to use the DOD commercial contract for small package delivery service through USTRANSCOM.

h. **Office of United States Foreign Disaster Assistance (OFDA)**. OFDA, within the US Agency for International Development, has primary responsibility for the US response in FHA operations. OFDA organizes and coordinates the total USG FHA response to a disaster; performs needs assessment; and initiates procurement of necessary supplies, services, and transportation. OFDA also funds selected relief activities performed by nongovernmental organizations and international organizations OCONUS and in its territories.

i. **USG Departments and Agencies Dealing with Hazardous Materials and Wastes**. USG departments and agencies which the DTS interfaces with for the use, storage, and movement of hazardous material and dangerous cargo include the following:

- (1) US Environmental Protection Agency.
- (2) US Department of Labor – Occupational Safety and Health Administration.
- (3) DLA Disposition Services.
- (4) National Defense Center for Environmental Excellence.
- (5) US Army Environmental Center.

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

(7) US DOE.

6. State and Local Transportation Organizations

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

a. State and local governments provide emergency use of in-transit transportation resources, subject to federal policies and national control systems.

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

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

7. Commercial Transportation Service Providers

The commercial transportation community has significant capacity to augment DOD and other federal resources. For example, programs such as CRAF and VISA make up a significant portion of US wartime lift capability. Accordingly, the relationship between the civil sector and federal transportation agencies should be strong. Organizations and associations such as the National Defense Transportation Association provide common forums to discuss and endorse programs to promote transportation preparedness and cooperation in peace or war.

CHAPTER III TRANSPORTATION RESOURCES

“There never is a convenient place to fight a war when the other man starts it.”

**Arleigh Burke (American Admiral during World War II and the Korean War,
1901–1996)**

1. Purpose

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

2. Air Mobility

Air mobility includes airlift and air refueling. Intertheater air mobility serves CONUS-to-theater and theater-to-theater air mobility needs of the GCCs. Air mobility assets assigned to USTRANSCOM execute the majority of intertheater air mobility missions. Intratheater air mobility missions, defined by area of responsibility (AOR) boundaries, are conducted by air mobility forces assigned or attached to the GCCs. Intratheater air mobility assets are normally scheduled and controlled through the theater air operations center or a joint air operations center, if established. AMC forces conduct both intertheater and intratheater common-user airlift and air refuelings, and AMC maintains a worldwide C2 capability through the 618 Air Operations Center (Tanker Airlift Control Center) (618 AOC [TACC]).

a. **AMC.** As a TCC of USTRANSCOM, AMC is the designated lead major command for USAF air mobility issues and standards and is responsible for all CONUS-based, Service common-user air mobility assets. USTRANSCOM is responsible for maintaining international air tenders. AMC is responsible for all domestic commercial air tenders and is the program management office for the DOD commercial contract for small package delivery service (domestic and international). AMC airlift and air refueling aircraft are stationed in CONUS and operate through a combination of active, USAF Reserve, and Air National Guard (ANG) resources (when mobilized) to provide common-user air mobility under the COCOM of CDRUSTRANSCOM. Additionally, AMC trains, equips, and operates CONUS-based USAF intratheater common-user airlift and operational support airlift (OSA) assets until they are assigned or attached to a GCC. During a contingency or major operation, a number of short-range aircraft may be attached to a GCC to create or supplement the theater air mobility capability. Under certain conditions, AMC longer-range airlift and air refueling aircraft may be deployed to a GCC’s AOR, even if only on a mission-by-mission basis, to provide additional theater capability. See Figure III-1 for a graphic representation of air mobility resources.

b. **GCCs.** GCCs exercise COCOM over assigned air mobility forces and either operational control (OPCON) or tactical control over attached air mobility forces. These forces could include C-130s, C-17s, KC-10s, KC-135s, C-40s, or Service OSA aircraft such

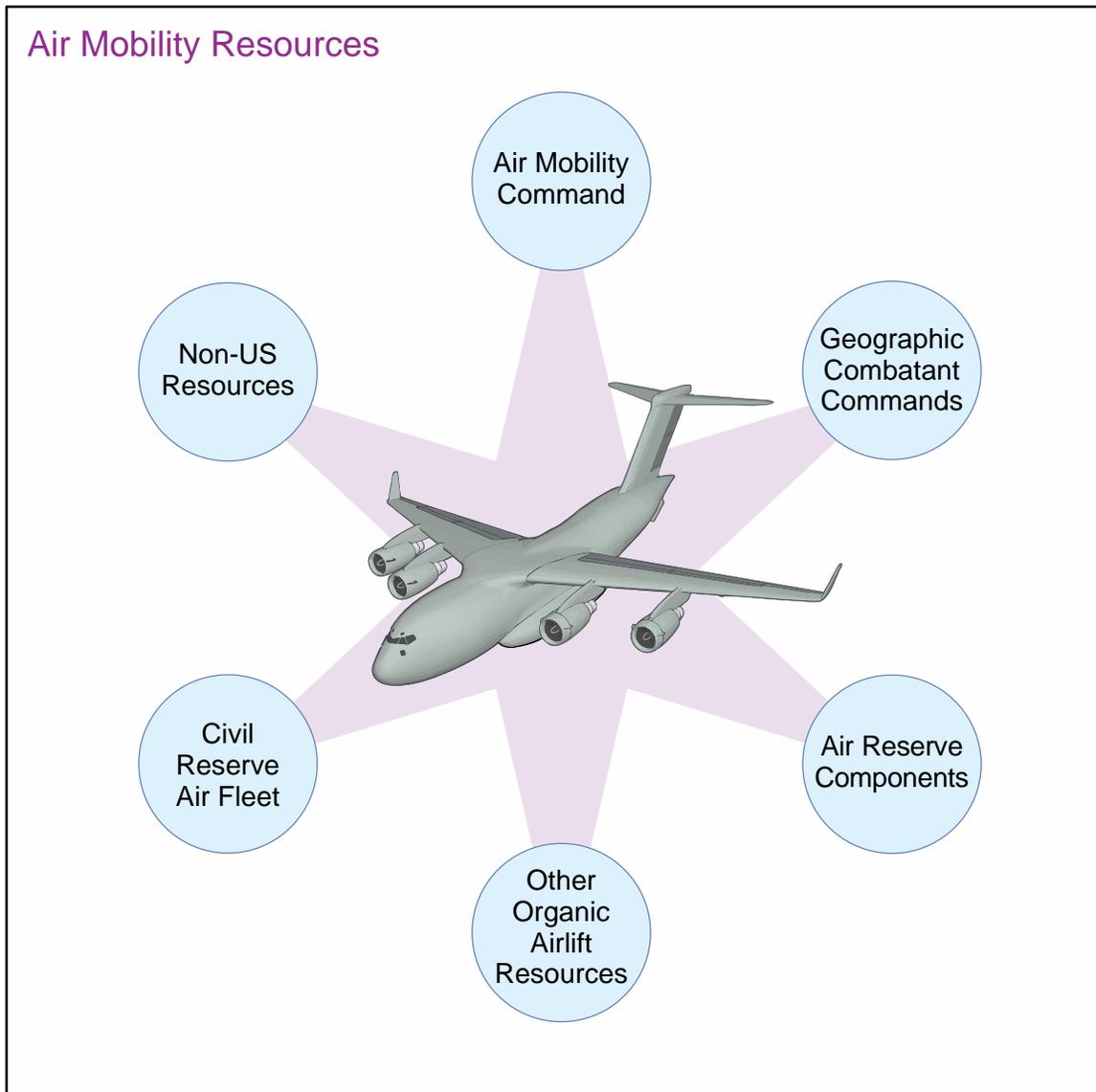


Figure III-1. Air Mobility Resources

as C-21s or C-12s. AMC tankers provide air refueling for fighters, bombers, special operations, and air refuelable airlift aircraft. The theater required inventory of air mobility aircraft is dependent on GCC requirements coordinated with CDRUSTRANSCOM, validated by the CJCS, and approved by SecDef, if required.

c. **Air Reserve Components (ARC).** USAF Reserve and ANG units operating C-5, C-17, KC-10, most KC-135, and most C-130 aircraft mobilize under AMC. ANG forces are normally under the peacetime C2 of the states' governors. GCCs exercise OPCON of ARC forces (less intertheater mobility forces assigned to USTRANSCOM) on active duty for either training or performing inactive-duty training within their AORs (except in CONUS, Hawaii, Alaska, Puerto Rico, or US territories), or participating anywhere in military operations or joint training under their jurisdiction. As a matter of DOD policy, CCDRs may exercise training and readiness oversight authority for assigned ARC forces when not on active duty or when on active duty for training. CCDRs exercise COCOM over assigned ARC forces

only when they are mobilized or ordered to active duty. To facilitate training, ARC units volunteer aircraft and aircrews to AMC in peacetime for short-term missions. They provide logistic air mobility support between the US (including territories) and other theaters, participate in CJCS exercises, and provide rotational capabilities for theater requirements. The ARC also provides OSA capability to the CCDRs and Services.

d. **OSA.** OSA is a special classification mission to provide for the timely movement of limited numbers of priority personnel and cargo during wartime, as well as peacetime training for pilots and priority airlift for key decision makers. OSA operations tend to be conducted by smaller-sized business type airframes. While OSA operations are normally conducted either in direct support of the assigned organization's organic requirements or pooled at the CCMD level, OSA assets may be used to reduce extraordinary workload demands on the air mobility system. USTRANSCOM is responsible for scheduling OSA missions with CONUS-based assets while the Services validate OSA requests. GCCs with their own OSA fleets schedule and execute OSA operations within their AORs.

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



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

f. **CRAF.** CRAF is designed to augment DOD capability with contractually committed US civil aircraft, aircrews, and support structure when requirements exceed DOD air mobility capability and voluntary support is either insufficient or unavailable. CRAF aircraft are not designed to carry most oversized and outsized cargo. Additionally, these aircraft may require special handling and loading equipment. During peacetime operations where activation of CRAF is not required, CRAF carriers are used to provide airlift on a voluntary basis.

(1) CRAF is comprised of two segments: the international segment and the domestic segment.

(a) **International Segment.** This segment consists of long-range and short-range sections. The long-range section provides the largest capability with passenger and cargo aircraft. Extended-range-capable aircraft are used when flying over water. The short-range section supports near offshore operations with both passenger and cargo aircraft.

(b) **Domestic Segment.** The domestic services section provides passenger and cargo aircraft for domestic-only service using regional US air carriers with at least 75 seats (30,000 pounds allowable cabin load) and a cargo capability of at least 32,000 pounds. The domestic services section is used in CRAF Stages II and III.

(2) With the approval of SecDef, CDRUSTRANSCOM activates CRAF in response to defense-oriented situations (up to and including a declared national emergency or war) to satisfy DOD airlift requirements. The activation of the CRAF can be tailored to meet varying levels of defense air mobility requirements or activated all at once depending on the



The Civil Reserve Air Fleet is used to augment military air mobility capabilities in times of national emergency.

type of capability (passenger, cargo, etc.) and capacity needed. Although AMC assumes mission control of CRAF airlift assets during activation, individual CRAF carriers retain responsibility for their own assets. In this way, the US military gains use of civil aircraft and aircrews and access to their en route support structure. The three stages of CRAF organized to meet the varying levels of defense airlift requirements are as follows:

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

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

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

For additional information on CRAF and its activation stages, see JP 3-17, Air Mobility Operations.

g. **Non-US Resources.** Airlift capacity is also available from allies and NATO entities via cooperative military airlift agreements, acquisition and cross-servicing agreements (ACSAs), and similar arrangements. Foreign flag air carriers may also be used in some circumstances. However, the use of any foreign flag air carrier is subject to the Fly America Act (Title 49, USC, Section 40118) and the Fly CRAF Act (Title 49, USC, Section 41106). In addition, any foreign air carrier used for the charter air transportation of US military passengers and cargo must have been approved for DOD use by the DOD Commercial Airlift Review Board.

3. Sealift

Shipping resources can be classified into three pools: USG-owned, US flag commercial, and foreign flag commercial assets.

a. **USG-Owned Assets.** DOD (MSC) maintains a fleet of organic vessels in full operational status, as well as a fleet in a reduced operating status (ROS). DOT (MARAD) maintains the MARAD RRF. The MARAD RRF is a separate fleet of vessels maintained in a ROS. Upon activation, MARAD RRF vessels are operated by MSC.

(1) **MSC.** MSC is responsible for operating assigned organic vessels and for awarding and implementing contracts with commercial charter operators to meet DOD lift requirements. Today, the organic fleet is composed of a combination roll-on/roll-off (RO/RO) vessels: large, medium-speed roll-on/roll-off (LMSR) surge vessels and LMSR vessels available for common-user lift requirements once their wartime stocks are downloaded and the vessels are released to the common-user fleet by the GCC. During a contingency, MSC is responsible for recommending and executing a number of DOD and

commercial sealift programs. When directed by CDRUSTRANSCOM, MSC first uses currently activated organic (government-owned or commercially chartered) vessels, if operationally feasible. If insufficient or infeasible, MSC uses US flag commercial charters and, in some cases, foreign flag ships. If sealift capacity is still insufficient, MSC, in coordination with USTRANSCOM, activates suitable ROS or MARAD RRF vessels to meet the requirement.

(a) **Surge Sealift Ships.** This fleet consists of dry cargo, tankers, and LMSRs. The majority of this fleet consists of LMSRs strategically layberthed near ports on the West, Gulf, and East Coasts of the US. All are in five-day ROS [depicted as ROS-5] and capable of carrying over 300,000 square feet of heavy wheeled vehicles and rotary aircraft at sustained speeds of 24 knots.

(b) **Pre-Positioning Ships.** DOD positions a number of vessels around the world that are loaded with equipment and material required to respond rapidly to military operations. All of the DOD Services maintain several of these vessels. Details on this fleet can be found in paragraph 7, “Pre-Positioning and Forward Stocking.”

(2) **MARAD.** MARAD is the DOT’s agency responsible for administering federal laws and programs designed to support and maintain a US merchant marine capable of meeting the nation’s needs. It is responsible for the management of the NDRF. A key component of the NDRF is the MARAD RRF, which is maintained by MARAD using National Defense Sealift Funds appropriated by DOD. MARAD is also a key organization in the processes for acquiring shipping once the voluntary charter market is no longer responsive.

(3) **The MARAD RRF** consists of commercial or former military vessels of high military utility including fast sealift ships, RO/RO vessels, heavy lift float-on/float-offs, petroleum tankers, crane ships, and other unique platforms required by the warfighter to meet their missions. Some of these vessels have had their military capabilities enhanced with additional systems such as the offshore petroleum discharge system, which pumps millions of gallons of fuel from sea-to-shore, and the large vessel interface-lift-on/lift-off (LO/LO) stabilized crane system which is capable of loading/unloading other vessels at sea while in moderate sea states. MARAD maintains these vessels in ROS-5 and MARAD RRF-10, 20- or 30-day readiness.

b. **US Flag Commercial Assets.** Ships operating under a US flag are routinely tasked by SDDC to meet shipping demands using scheduled liner service. For unique or high-volume shipping demands, MSC routinely charters US flag vessels. When an expansion of USG requirements occurs such that organic and voluntary US and foreign flag shipping can no longer provide sufficient lift capacity, DOD may elect to activate prenegotiated agreements with US flag vessels through the VISA program or the voluntary tanker agreement (VTA) program. If demands for shipping still remain after VISA or VTA activation, US-owned, foreign-flagged vessels can be requisitioned.

(1) **VISA.** VISA is DOD’s primary sealift mobilization program. All major US flag carriers are enrolled and more than 90 percent of the US flag dry cargo fleet is covered under its contingency commitments. It is an intermodal capacity-oriented program vice a

ship-by-ship contract, which means, when activated, DOD is requesting a percentage of a company's total capacity. A participant's minimum commitment is 50 percent of its entire US flag capacity or 100 percent of its MSP subsidized capacity, whichever is greater. The purpose of VISA is to provide a coordinated, seamless transition from peacetime to wartime for the acquisition of commercial sealift and related global intermodal services required to augment DOD's sealift capabilities.

(a) VISA is activated upon approval of SecDef and consists of three stages. Stage I is activated by CDRUSTRANSCOM, upon SecDef approval, when voluntary capacity commitments are insufficient to meet DOD requirements and provides limited access to 15 percent of enrolled capacity. Stage II is activated in the same way and provides up to 40 percent of enrolled capacity. Stage III is slightly different, with MARAD allocating up to 50 percent of enrolled capacity in an effort to minimize disruption to US maritime commerce. In addition, carriers receiving subsidy payments through MSP are required to enroll 100 percent of their MSP capacity in VISA. In total, VISA provides an immense capability and ready access to over 160,000 20-foot equivalent units of container capacity, seven million square feet for rolling stock, and 300,000 measurement tons for heavy lift requirements.

(b) The Joint Planning Advisory Group is central to the successful implementation of VISA and comprises representatives from USTRANSCOM, SDDC, MSC, MARAD, and intermodal industrial transportation. The Joint Planning Advisory Group provides USTRANSCOM and its components with recommendations on how to best resolve critical transportation issues during periods of heavy demand or crisis.

(2) **VTA.** The VTA is a method of acquiring additional petroleum product carriers once the commercial market is no longer responsive. It is a cooperative effort by industry and government to meet military requirements for liquid cargo carriers. It is activated at the request of USTRANSCOM with the approval of SecDef.

(3) **Requisitioning.** The last resort for acquisition of shipping is requisitioning. US flag ships—and some vessels owned by US citizens but registered under effectively controlled flag of convenience—may be requisitioned under the authority of the Merchant Marine Act of 1936 (Title 46, USC, Section 1242 and Sections 56301-56307 [Chapter 563]; Title 50, USC, Sections 196, 197, and 4405). Only the President of the United States may authorize requisitioning.

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

(1) **Liner Service.** When US flag liner service is not available or the rates are considered excessive, SDDC seeks space on combination US flag/foreign flag service or foreign flag service if combination service is not available.

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

(3) **Allied Shipping Agreements.** Allied shipping agreements, arranging for vessels received through allied nations, can either be pre-negotiated and in existence or they can be drawn up on an emergency basis as the need arises. An example of these types of agreements is the Korean Flag Shipping Agreement.

(4) **Effective US-Controlled Ships.** Effective US-controlled ships are ships owned by US citizens or companies that are registered in countries that have no prohibition on requisitioning of these vessels by the US. These ships may be requisitioned by the US under authority of the Merchant Marine Act of 1936 (Title 46, USC, Section 1242 and Sections 56301-56307 [Chapter 563], and Title 50, USC, Sections 196, 197, and 4405).

4. Land

a. **SDDC.** SDDC maintains transportation agreements and all commercial carrier costing information necessary to move shipments within the US via surface transportation. This includes approving commercial carriers to conduct business with DOD, evaluating carrier performance, and maintaining carrier tender information. SDDC obtains rates from commercial carriers through the voluntary tender process and one-time-only rate negotiations. The voluntary tender process allows DOD-approved carriers to submit rates to SDDC, at any time and for any type of move. One-time-only negotiations are performed to obtain rates for specialized moves that are not compatible with voluntary tenders, primarily for rail, barge, unit moves, and shipments with unique requirements.

b. **DFRIF.** SDDC owns and manages the DFRIF. The DFRIF is composed of all rail cars purchased by any branch of the Armed Forces for loaded movement by commercial railroads throughout North America. SDDC, through its rail fleet management branch, owns and manages DOD railcars, coordinates military use privately owned railcar pooling company cars and chain tie-down cars, and manages railcar ITV. The DFRIF is different from the railroad cars owned by the individual Services for installation support, principally at ammunition plants, shipyards, and ports. Unlike these cars, DFRIF cars are constructed to railroad-approved designs, registered with the railroads, and maintained in accordance with railroad rules and federal regulations. The DFRIF also includes special-purpose cars that are built to a unique design to meet the needs of an individual Service, and their purchase is funded by that Service. Once they are accepted from the manufacturer, ownership and responsibility for maintenance of the cars is transferred to SDDC. The purchaser controls the use of special-purpose cars, including whether SDDC may make the cars available for the use of another Service or for out-lease. The USA has the responsibility of funding the purchase of general-purpose cars, which are cars of a design suitable for use by more than one Service. SDDC controls the use of general-purpose cars. Most of the general-purpose flat cars are assigned to specific USA and USMC installations to support mobilization. They are designed to carry containers and wheeled or tracked vehicles.

For additional information on the DFRIF, see DTR 4500.9-R, Part II (Cargo Movement).



The specialized flat railway cars of the Defense Freight Railway Interchange Fleet are deployable Service assets under the control of United States Transportation Command.

c. The **Defense Freight Transportation Services** supports DLA and enables the government to partner with a third-party logistics provider to manage the distribution of DOD CONUS freight. This relationship leverages best commercial practices to capture an enterprise view of requirements, assets, and processes, enabling consolidation opportunities and improving carrier management. The use of a single commercial coordinator maximizes opportunities for rate reductions, better transit times, and decreased claims processing.

d. **OCONUS Common-User Land Transportation (CULT)**. Assigning responsibility for CULT is a function of the GCC's directive authority for logistics, and it is up to each GCC to outline this in the operation plan (OPLAN) and supporting plans. Under CULT, land transportation assets are normally under the OPCON of the USA component commander, who coordinates all planning and requirements for the use of DOD-controlled land transportation equipment and facilities designated common-use in theater. Service component commanders, however, maintain control and authority over their Service-owned assets that are not designated as common-use to facilitate accomplishment of their mission. The USN and USAF components provide organic land transportation support within their installations and activities and submit peacetime requirements for common-use theater or area transportation to the USA component for those theaters where the USA has been assigned CULT responsibility. Wartime CULT requirements are the GCC's responsibility and normally the JDDOC or a component assigned the CULT mission will consolidate and coordinate planned wartime movement requirements for all component commands. Nonmilitary transportation resources can

include HNS, multinational civil organizations, indigenous commercial transportation providers, and third-party logistic organizations.

5. Theater

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

a. **GCC Resources.** In overseas areas, US air and surface units assigned to the GCC provide for organic and common-user transportation service. Common-user transportation assets within the DTS are under the COCOM of CDRUSTRANSCOM, excluding Service-organic or theater-assigned assets. Theater-assigned, common-user transportation assets are under the COCOM of the respective GCC. The USAF and USA component commanders are normally delegated OPCON of their respective Service assets in order to meet their organic theater requirements in support of the GCC, while making some assets available as common-user transportation. The GCC typically validates transportation requirements and controls resources available for common-users. For transportation purposes, supported organizations define movement requirements—what, where, and when. Supporting organizations have resources and responsibility to provide movement capability and are, as such, supporting.

(1) The supported GCC controls intratheater movement. Theater movement control plans should provide the GCC with control over movement into, within, and out of the theater. The theater movement control system must allow the capability to plan, apportion, allocate, coordinate, deconflict movement requirements, and track forces and materiel in the theater. The theater movement control plan is used to coordinate incoming strategic movements with the TDP and theater JRSOI.

(2) The supported GCC may decide to control joint distribution through the logistics directorate of a joint staff (J-4) at the CCMD level, tailored and augmented as appropriate, or control joint distribution through a subordinate organization. For the latter, the GCC will delegate the authorities and establish the command relationships that will be used by the subordinate commander to control distribution. However, for complex operations, to facilitate a fully coordinated and responsive joint distribution system, the GCC should normally assign responsibility for theater distribution to a JDDOC.

(3) The GCC has movement control options for a seamless intertheater-intratheater interface. Subordinate JFCs or Service components may be directed to carry out their own movement control. However, to facilitate joint distribution with a fully coordinated and responsive transportation system, the GCC may assign responsibility for theater movement control to the JDDOC. The JDDOC must have communications and automation to allow adequate interface between intertheater and intratheater transportation systems and the GCC's staff. This organization needs to be skilled in coordinating and directing theater transportation operations in support of unit movements and sustainment. The GCC's logistic staff normally forms the nucleus of a theater movement control organization, but a properly executed theater movement control mission requires an additional designated augmentation to function as a 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.

(4) All Services have organic capability to execute theater opening functions, among other logistic tasks such as port opening and distribution. Additionally, USTRANSCOM has joint task force–port opening (JTF-PO), which can provide a short-duration joint expeditionary capability to rapidly establish and initially operate an APOD/SPOD.

For more information on joint distribution and JTF-PO, see JP 4-09, Distribution Operations.

b. **HNS.** A frequently used means of augmenting or expanding the GCC’s transportation capability is HNS. HNS, negotiated through bilateral or multilateral agreements, provides for a nation to either accept responsibility for a particular function within its borders (e.g., APOD cargo clearance) or designate civilian and/or military resources to be used in that capacity under military control. HNS offers the GCC a proven means to meet theater transportation requirements and offset force structure shortfalls. Augmenting or expanding the GCC’s transportation capability through HNS requires early liaising and the establishment of good communications with established overseas defense acquisition or contracting personnel, including the senior defense official/defense attaché for coordination with the chief of mission. It is imperative to follow established protocols and use proper channels to obtain HNS.

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

(1) **Purpose of Program**

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

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

(2) **Methods of Recoupment**

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

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

(c) “Replacement in kind” provides that the user return an identical item to that which was borrowed.

(3) Program Limitations

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

(b) Military-to-military exchange only.

(c) Title 10, USC, Section 2344, mandates that all ACSA transactions are reimbursed or otherwise settled by replacement-in-kind or exchange of supplies or services of equal value.

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

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

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

(4) ACSA Order Process

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

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

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

(5) CCDRs may negotiate and conclude ACSAs when authorized by the CJCS. The CCDR typically negotiates ACSAs during peacetime, or the responsibility may be delegated to a Service component commander. The Service component is responsible for executing the ACSA. Governed by legal guidelines, ACSAs are to be used for contingencies or exercises to correct logistic deficiencies that cannot be adequately corrected by national means or when convenience and/or economies of scale are desired. The office of primary responsibility for ACSA is the CCDR’s plans directorate of a joint staff.

d. Multinational civil transportation support organizations and structures offer yet another source of support for GCCs. These are most developed in the European theater where

NATO has peacetime planning organizations, crisis management organizations, and other organizations that are activated during wartime.

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

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

6. Port Operations

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

b. The extensive use of containers and 463L pallets makes container handling equipment (CHE) and MHE essential elements of the DTS. Ensuring these assets are available early allows for the efficient loading and unloading of ships and aircraft and increases the rate at which a port can be cleared.

c. **SPM.** The SPM performs those functions necessary to support the strategic flow of deploying and redeploying forces, unit equipment, and sustainment supply in the SPOEs and APOEs and hand-off to the GCC in the SPODs and APODs. DOD uses the SPM approach for all worldwide common-use aerial and seaport operations. As outlined in the Unified Command Plan, USTRANSCOM has the mission to provide worldwide common-user aerial and seaport terminal management and may provide terminal services by contract. Thus USTRANSCOM, through AMC and SDDC, manages common-use aerial ports and seaports for the GCC. In areas not served by a permanent USTRANSCOM presence,

USTRANSCOM deploys an SDDC port management cell to manage the ports in concert with a designated port operator and an AMC contingency response force.

(1) **SDDC.** SDDC performs SPM functions necessary to support the strategic flow of the deploying forces' equipment and sustainment supply in the SPOE and hand-off to the GCC in the SPOD. SDDC has port management responsibility through all phases of the theater port operations continuum, from a bare beach (e.g., JLOTS) deployment to a commercial contract fixed-port support deployment. When necessary, in areas where SDDC does not maintain a manned presence, a deployment and distribution management team will be established to direct water terminal operations, including supervising movement operations, contracts, cargo documentation, CONUS security operations, arranging for support, and the overall flow of information. As the seaport SPM, SDDC provides strategic deployment status information to the GCCs and manages the workload of the SPOD port operator based on the GCC's priorities and guidance. SDDC transportation brigades and other SDDC units operate ports that use contracted labor. If USA stevedores are used, transportation brigades assigned to the GCC operate the port.

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

For additional information, see JP 4-01.5, Joint Terminal Operations.

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

For more information on JLOTS, see JP 4-01.6, Joint Logistics Over-the-Shore Operations.

7. Pre-Positioning

a. **Pre-Positioned War Reserve Materiel.** The DOD pre-positioned force, equipment, or supplies (PREPO) programs are both land and sea based. PREPO programs are critical for reducing closure times of combat and support forces needed in the early stages of a contingency. PREPO programs also contribute significantly to reducing demands on the DTS. The USA and USMC pre-positioning programs consist of combat and combat support or sustainment capabilities, to include in-stream discharge and JLOTS capabilities, while the USAF, USN, and DLA PREPO programs are logistics oriented.

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

(2) Pre-positioned equipment requires varying degrees of preparation prior to issue to deploying forces. Equipment stored for years in climate-controlled ships, and warehouses will require depreservation, calibration, and some maintenance effort. Services dispatch advance parties to perform maintenance, offload and/or issue, and staging functions.

(3) The issue and receipt of PREPO materiel occurs during the JRSOI phase of force deployment. Planning factors for successful PREPO operations include having a permissive environment to receive and/or issue, stage, and move pre-positioned equipment forward; sufficient APODs to receive deploying forces; suitable real estate and transportation infrastructure to stage and onward move PREPO; and sufficient in-theater logistic, force protection, C2, communications system, and intelligence support. Finally, when afloat PREPO stocks are needed, sufficient SPOD facilities must be made available to receive afloat PREPO ships. Once PREPO vessels are discharged, the supported GCC may delegate OPCON of them to CDRUSTRANSCOM for common-user service.

For more information on JRSOI, see JP 3-35, Deployment and Redeployment Operations.

(4) **Afloat Pre-Positioning Force (APF).** MSC operates the APF in addition to operating the sealift fleet. APF is a fleet of ships strategically placed around the world and loaded with equipment and supplies to sustain USA, USMC, USAF, and DLA operations. These ships are chartered commercial and government-owned vessels that remain at sea, ready to deploy on short notice. The APF includes USMC maritime pre-positioning ships (MPSs), Army pre-positioned stocks (APS) ships, offshore petroleum discharge system, and USAF ships.

(5) **USA.** The USA maintains the APS program. The primary purpose of APS is to reduce the time needed to assemble a force of sufficient size and capability to support the GCC's OPLAN. APS are located at several land-based locations, as well as aboard ships, to quickly project power to contingency areas. APS has both land and sea components positioned both in CONUS and OCONUS, and contain categories of stock as follows: APS-1 (CONUS) – operational projects (OPROJs) stocks, sustainment stocks, and ammunition; APS-2 (Europe and Africa) – OPROJ stocks, sustainment stocks, and activity sets; APS-3 (Afloat) – PREPO sets, ammunition, OPROJ stocks, and sustainment stocks; APS-4 (Pacific and Northeast Asia) – PREPO sets, ammunition, OPROJ stocks, and sustainment stocks, ammunition, watercraft, Inland Petroleum Distribution System, and bridge sets; APS-5 (Southwest Asia) – pre-positioned stocks, OPROJ stocks, sustainment stocks, ammunition, and watercraft; and APS-6 (Central America/South America/Caribbean) – OPROJ stocks and activity sets. With the exception of APS-1, all other APS sets possess robust combat and sustainment capabilities. APS-2 and APS-6 also consist of unit equipment for USA forces conducting OCONUS exercises. APS-3 can be approved for release by CJCS and/or the respective GCC who is assigned COCOM, while the shore-based USA PREPO can be released by the CJCS, Chief of Staff of the Army, or Department of the Army designated personnel.

(a) **Pre-Positioned Unit Sets.** Equipment, configured into unit sets (to include authorized stockage list, prescribed load list, and unit basic load), is positioned ashore and afloat to reduce deployment response times by meeting the Army's Global Pre-Positioning

Strategy requirements to provide simultaneous support to more than one contingency in more than one theater.

(b) **OPROJ Stocks.** OPROJ stocks consist of materiel above normal table of organization and equipment, table of distribution and allowances, and common table of allowance authorizations tailored to key strategic capabilities essential to the USA's ability to execute its force projection strategy. OPROJ stocks are designed to support one or more USA operations, plans, or contingencies.

(c) **Army Pre-Positioned War Reserve Stocks.** The USA procures sustainment stocks in peacetime to meet increased wartime requirements. They consist of major and secondary materiel designated to satisfy the USA's wartime sustainment requirements. They provide minimum essential support to combat operations and post-mobilization training beyond the capabilities of peacetime stocks, industry, and HNS. Army War Reserve Sustainment Stocks are pre-positioned in or near a theater of operations to be used until wartime production and supply lines can be established. These stocks consist of major end items to sustain the operation by replacing combat losses consumed in the operation.

(d) **War Reserve Stocks for Allies (WRSA).** WRSA is a program directed by the Office of the SecDef and facilitates US preparedness to assist designated allies in case of war. WRSA assets are pre-positioned in the appropriate theater and owned and financed by the US. They are released to the appropriate USA component commander for transfer to the supported multinational force under provisions in the Foreign Assistance Act of 1961 (Title 22, USC, Chapter 32) and under existing country-to-country memorandums of agreement.

(6) **USMC.** The USMC depends heavily on afloat pre-positioning, known as the maritime pre-positioning force (MPF). MPF is a strategic deployment option that quickly combines the substantial PREPO equipment and supplies loaded aboard ships of an MPS squadron with a Marine air-ground task force (MAGTF) to establish a formidable, combined arms force capable of sustained operations. The MAGTF and Navy support element (NSE) personnel, selected equipment, and combat aircraft are flown into the objective area where

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

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

the MPS operations occur. The MPSs are specifically constructed or modified RO/RO and LO/LO ships that are forward deployed in two self-contained squadrons. Each squadron carries the unit equipment and 30 days of supplies for one brigade-size MAGTF. Additionally, each ship is outfitted with NSE equipment consisting of the camp support and lighterage needed to discharge cargo over unimproved ports or over the beach. Each ship carries a cross load of unit equipment, supplies, POL, and potable water; thereby, eliminating the need to discharge all vessels in order to obtain required types and quantities of equipment and cargo. However, the LMSR ships in the MPF are not capable of providing POL over-the-shore as the legacy MPF vessels are equipped to provide. There are two MPS squadrons, with MPS Squadron 2 positioned in the Indian Ocean (Diego Garcia) and MPS Squadron 3 positioned in the Western Pacific (Guam and Saipan). MPS cargo may be discharged pier side or “in stream” by NSE personnel composed of naval beach group and cargo handling battalion personnel, as well as USMC personnel airlifted to the objective area. The USMC also maintains land-based PREPO assets in Norway sufficient to support a Marine expeditionary brigade with equipment and supplies. Blount Island Command is subordinate to Marine Corps Logistics Command. Blount Island Command plans, coordinates, and executes the repair, replacement, stock rotation, and load planning efforts for the USMC prepositioning programs, which primarily include the MPF maintenance cycle in support of the MPF Program.

(7) **USAF.** The USAF pre-positions equipment and supplies both afloat and on land. The current USAF pre-positioned fleet consists of two ammunition carrying vessels under MPS OPCON. On land, the USAF pre-positions standard air munitions packages, theater ammunition stocks, bulk fuels, life support and flightline support complexes. A unique capability also pre-positioned by the USAF is the bare base life support system intended for use in contingencies. The basic expeditionary airfield resources (BEAR) order of battle systems and equipment provide vital equipment and supplies necessary to beddown and support combat forces at expeditionary sites with limited infrastructure and support facilities. BEAR order of battle systems and equipment are aggregated into unit type code (UTC) “sets” or “packages” and are designed to be scalable and air transportable. Unlike the previous BEAR UTCs, which were large UTCs built in 550 personnel increments, BEAR order of battle UTCs are small, modular UTCs built by functional capability. This enables easy and flexible site-specific taskings, and provides flexibility for mode of transportation, sequencing and timing. At a minimum, each deployment location needs a runway and parking ramp suitable for aircraft operations and a source of water that can be made potable.

(8) **USN.** Incorporated in both MPS Squadron 2 and MPS Squadron 3 is a dry cargo/ammunition replenishment ship that provides a wide range of supplies and stocks to the USN and USMC expeditionary forces. These ships carry dry cargo, ammunition, and fuel and are capable of operating with USN carrier strike groups and Marine expeditionary brigade at sea. In addition, two aviation support vessels are maintained in ROS-5 readiness for the USMC; one each is stationed on the East and the West Coasts of the US.

b. **DLA Distribution Centers and Detachments.** DLA’s OCONUS distribution centers and detachments are located in Bahrain, Djibouti, Germany, Guam, Hawaii, Italy,

PRE-POSITIONING SUPPORT IN KOSOVO

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

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

Japan, Korea, and Oman. Forward positioning high-usage items close to the OA of OCONUS customers greatly enhances the responsiveness and effectiveness of theater distribution systems.

c. **DLA Theater Consolidation and Shipping Point (TCSP).** TCSP capabilities exist in the Djibouti, Germany, Guam, Hawaii, Japan, and Korea distribution centers where personnel deconsolidate “mixed” containers (containers that contain shipments for multiple DOD activity address codes) and 463L air pallets originating from global aerial ports, surface ports, and strategic distribution platforms. Materiel is then sorted by lanes for distribution within the supported AOR. TCSP capabilities may also include receiving and processing customer returns and Service-owned assets for redistribution (retrograde), as well as shipping non-DLA owned assets to customers globally (referrals). The TCSP reduces transportation costs by receiving mixed shipments, thereby reducing the number of containers and 463L air pallets needed to support customers. The TCSP can also consolidate outbound cargo departing the theater of operations for both commercial and military air and surface movement.

d. **Materiel Processing Center.** This DLA organization offers customized materiel processing to the USN. Military processing centers receive and consolidate materiel from multiple sources, organize it by type or shipboard storeroom location, and place it in staging locations by DOD activity address code for local delivery to ships in port. Materiel is either held in staging locations until pre-determined delivery dates or it is forwarded to the next destination of a ship underway as specified by the cargo routing identification file data.

e. **Defense Logistics Agency Distribution Expeditionary (DDE).** DDE is a deployable distribution capability with elements located in DLA Distribution San Joaquin, California; DLA Distribution Red River, Texas; and DLA Distribution Susquehanna, Pennsylvania. Its personnel consist of civilian expeditionary workforce, active duty military, and organic reserve units. The DDE fulfills distribution requirements that cannot be supported from the fixed base network of distribution centers in CONUS and OCONUS. The DDE provides an in-theater DLA capability to the GCC and Service component logistic HQ for better control, management, and visibility of materiel flowing from national sources to the theater and, ultimately, the end user. It is scalable to GCC requirements and is capable of supporting troop densities up to 120,000. It manages in-theater materiel to include sustainment distribution, material consolidation, break-bulk, cross-docking, and inventory management over various classes of supply.

8. Intermodal Systems

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

b. Decreased handling results in reduced delivery times, less damage to cargo, and enhances shipment integrity by reducing chances of a split shipment.

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

d. SDDC provides global intermodal equipment and services to DOD and other USG departments and agencies. It provides maintenance and management support for containers formerly a part of the containerized ammunition distribution system, ensures funding for joint use, and provides contract administration and management support for DOD container leasing contracts. It provides such items as 20- and 40-foot International Organization for Standardization containers, ammunition grade containers, flatracks, food and fuel grade tanks, and other types of containers and intermodal equipment. SDDC is also the Global Container Manager, as designated by CDRUSTRANSCOM, providing container lease program management; inventory control; accountability and asset visibility for DOD-owned containers; container database management; support in reducing container detention and related costs; and container management support services, to include recommendations, training, and analysis. Through the use of SDDC’s global intermodal contracts, DOD has worldwide intermodal capabilities that allow SDDC to acquire thousands of pieces of intermodal equipment, including chassis or line haul assets essential to move equipment forward.

For details on the types of intermodal assets and procedures for their use, refer to JP 4-09, Distribution Operations.

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CHAPTER IV EMPLOYMENT OF THE DEFENSE TRANSPORTATION SYSTEM

“The art of war is simple enough. Find out where your enemy is. Get at him as soon as you can. Strike him as hard as you can, and keep moving on.”

Ulysses S. Grant, statement to John Hill Brinton, at the start of his Tennessee River Campaign, early 1862, as quoted in Personal Memoirs of John H. Brinton, Major and Surgeon USV [United States Volunteers], 1861–1865 (1914) by John Hill Brinton

1. General

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

2. Movement Requirements

a. **Movement requirements must be properly validated and prioritized by the supported JFCs.** The CJCS oversees policy and guidance on methods to prioritize DOD transportation requirements including use of DOD common-user airlift and sealift resources. The JTB, if convened, or the JS’s Joint Logistics Operations Center (JLOC) ensures the CJCS can maintain cognizance over transportation requirements and capabilities, as well as ensure information is available for determining and adjusting allocations of common-user resources and priorities during wartime or contingencies.

(1) Movement requirements are established by competent authority within the JS, the Military Departments, CCMDs, other DOD and USG departments and agencies or as directed by the President or SecDef.

(2) DOD movement requirements may be fulfilled using one or more modes of transportation. Shipments are documented in accordance with the DTR.

(3) For GCCs, T-JTBs resolve contentious transportation issues within the command at the operational level, such as allocating transportation assets apportioned to the theater among components for unit movement and non-unit movement.

b. **USTRANSCOM Fusion Center.** The USTRANSCOM Fusion Center is the distributed C2 structure used by USTRANSCOM to exercise control of the DTS and is grounded in the principle of centralized control of the DTS and the decentralized execution of qualified movement requirements. The structure is made up of the C2 elements within USTRANSCOM to include TCCs and other specialized transportation organizations. This structure is used to orchestrate and optimize responsive transportation capabilities and

movements in support of CCDRs and other DOD customers. Joint members of the structure are linked by C2 and communications systems. Figure IV-1 depicts the USTRANSCOM Fusion Center structure. The USTRANSCOM Fusion Center has seven key elements with numerous additional liaison officers (LNOs) and divisions to support global operations.

(1) USTRANSCOM Deployment and Distribution Operations Center. Focal point for employment of DTS.

(2) AMC 618 AOC (TACC). Plans, schedules, tasks, and controls intertheater and common-user airlift.

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

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

(5) Global Patient Movement Integration Center. Resources theater PM requirements centers globally to plan, schedule, and validate PM requests and regulate PM.

(6) Joint Operational Support Airlift Center. Plans and schedules a CONUS-based operational support aircraft pool provided by the Services.

(7) Joint Intelligence Operations Center—Transportation. Provides OCONUS destination intelligence support to the USTRANSCOM Fusion Center.

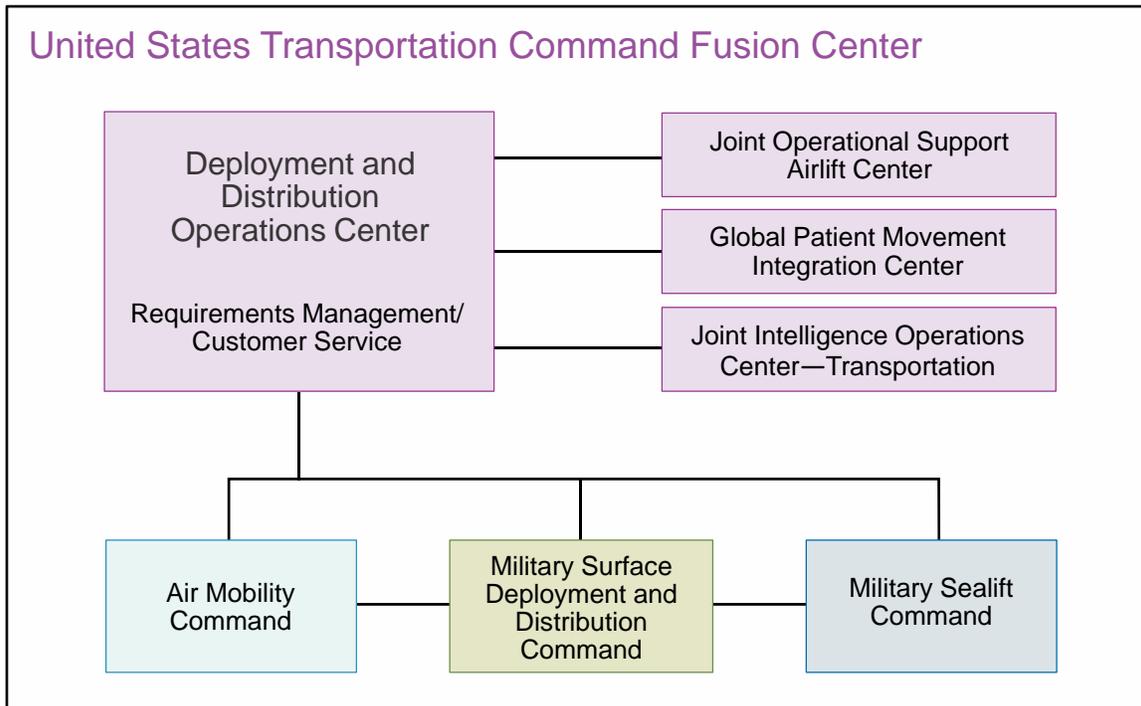


Figure IV-1. United States Transportation Command Fusion Center

c. Joint Distribution Enabling Team (JDET). USTRANSCOM can provide a JDET to assist CCMDs in helping to plan their expeditionary theater opening distribution and sustainment operations. The JDET travels in a temporary duty (TDY) status to the CCMD HQ and comprises members of USTRANSCOM, DLA, and the Joint Contingency Acquisition Support Office staffs. Upon arrival, the JDET assists the CCMD's staff with distribution planning for their contingency plan (or other joint distribution planning) in support of the CCMD's establishment of their distribution/supply chain for the arrival of follow-on forces and joint sustainment in theater. JDET assists planning to synchronize cargo movement and sustainment, match distribution requirements to theater capabilities, develop commercial solutions, and coordinate expeditionary theater opening distribution information and analysis. Outcomes of JDET support to the CCMDs include expeditionary theater opening distribution/sustainment economies and efficiencies, additional multi-modal distribution options, and improved resource informed expeditionary theater opening distribution plans.

d. Peacetime Movement Requirements

(1) The Services and DLA determine, collect, and submit movement requirements for validation in accordance with the supported CCDRs procedures.

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

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

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

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

Peacetime Movement Requirement Categories		
Airlift Requirements	Sealift Requirements	CONUS Civil Transportation Requirements
1. Channel airlift	1. Intertheater (including continental United States [CONUS]-originated shipments)	1. Rail traffic
2. Special assignment airlift mission	2. Intratheater	2. Motor traffic
3. Joint airborne and air transportability training	3. Coastal movements	3. Inland waterway traffic
4. Exercises	4. Exercises	4. Commercial express service
5. Commercial door to door service		
6. Aeromedical evacuation		

Figure IV-2. Peacetime Movement Requirement Categories

e. CJCS-Sponsored and CCDR-Sponsored Exercises

(1) The CJCS requires annual submission and updating of all CJCS exercise program proposals by CCDRs for the next five fiscal years. Proposals serve as planning documents for resourcing future exercise funding, transportation, and force requirements.

(2) When approved, the JS publishes the five-year schedule of CJCS-sponsored and CCDR-sponsored exercises as the joint training master schedule.

(3) CCDRs revise exercise requirements as necessary and submit exercise updates to the joint training master schedule as required.

f. Wartime and Contingency Movement Requirements

(1) **General.** The supported CCDR, in coordination with supporting commanders and Services, establishes movement requirements. This is accomplished by developing a deployment and/or redeployment TPFDD in JOPES. The TPFDD can be developed from an existing or modified TPFDD, or a totally new TPFDD can be built for a new plan. The supporting and supported commanders, and their components, review this TPFDD, source the various requirements, and then refine or establish a detailed transportation timeline. When completed, USTRANSCOM and supported CCDRs validate requirements in JOPES for the appropriate TCC to plan, schedule, and execute movement. Peacetime movement requirements within the theater would continue to be considered in conjunction with the crisis/contingency requirements.

(2) **Planned Crises/War Lift Requirements.** There are two categories of these requirements: forces that support the deployment and redeployment of units and their equipment, and those that sustain the force. Additionally, GCCs have day-to-day operating requirements for the forces in-place in their theaters. Supported CCDR requirements are formulated during planning and include the time phasing for deploying units and supporting materiel. The latter includes requirements to sustain pre-positioned and deploying forces.

(a) **Deployment Lift Requirements.** The supported CCDR is allocated forces and other resources to meet the assigned mission. The CCDR's force flow for requirements is developed by the supported CCDR's components, the supporting CCDRs, the Services, and other DOD agencies as appropriate. Sourced, refined, and validated deployment requirements in JOPES will be reviewed incrementally by appropriate commanders via the GCCS. When validated, USTRANSCOM retrieves updated movement requirements from JOPES and schedules transportation assets to move against them. The schedules are available in JOPES and its subsystem Web Scheduling and Movement for visibility by the joint planning and execution community.

(b) Sustainment Movement

1. Channels. Channel airlift provided for movement of sustainment cargo, scheduled either regularly or based upon volume of workload, between designated ports of embarkation (POEs) and ports of debarkation (PODs) over validated contingency or distribution routes. Channels are validated by the Services or supported CCDR, as

appropriate, and USTRANSCOM. The supported GCC sub-allocates the theater sustainment lift (including mail) to their components.

For more information on channel airlift, see JP-3-17, Air Mobility Operations.

2. DOD Commercial Contract for Small Package Delivery Service.

The DOD commercial contract for small package delivery service provides a commercial express package transportation service managed by HQ AMC. The program includes international and domestic commercial time definite express, door-to-door package pick-up and delivery service, with accurate ITV, for DOD and international only services for civilian agencies. The international portion of the program covers package sizes from letter up to 300 pounds, while the domestic portion covers package sizes from letter to 150 pounds within CONUS, and letter to 300 pounds between CONUS, Alaska, Hawaii, and Puerto Rico. The vast majority of airlift sustainment will move on established channel missions (includes already established express services). However, when other options are exhausted during a contingency, USTRANSCOM is prepared to establish an additional express service (channel contingency mission) to move mission-critical items rapidly to the supported AOR at the request of the supported GCC. Of equal importance is the return movement of critical repairable assets to the depot or source of repair for subsequent resupply. This express service could be activated by USTRANSCOM either concurrently with execution of a CCDR's operation or at the request of the supported CCDR. The GCC should consider express service implementation no later than three days after the unnamed day on which a deployment operation commences or is to commence [C+3] to ensure critical sustainment for combat forces engaged in initial combat operations. The required frequency and destinations for this service should also be determined at this point. When requirements exceed capability, the supported CCDR allocates capability among the Services. Services should forecast and prioritize movement requirements for critical classes of supply and assets that have an immediate impact on combat capability to USTRANSCOM for execution. All requirements will be validated by the supported CCDR to USTRANSCOM and moved on predetermined channels.

For more information on distribution, see JP 4-09, Distribution Operations.

(3) **Time-Sensitive Lift Requirements.** Short notice transportation requirements due to changing tactical situations or other developments may require a rapid response by airlift movement. Unplanned requirements are categorized as CCDR lift requirements to support operation execution. As part of their air apportionment decisions, JFCs should consider the apportioning of aviation assets to supported or subordinate commanders for time-sensitive lift requirements.

(a) **Pre-Execution.** Special assignment airlift missions can be used for airlift requirements (such as pre-positioning) prior to or during TPFDD execution. Procedures governing their use are contained in appropriate publications, such as the DTR. During a developing crisis and before movement begins, Services or other airlift coordination agencies should transmit special assignment airlift missions requests supporting the pending operation directly to the supported CCDR for approval, or as directed by supporting or supported

CCDRs. Information copies are provided to USTRANSCOM and other concerned agencies. The supported CCDR may validate the request to the USTRANSCOM Fusion Center.

(b) **Execution**

1. During a deployment, unexpected time-sensitive movement requirements may occur. USTRANSCOM may support these requirements, by airlift, in one of three ways:

a. AMC-operated or commercially contracted civilian aircraft.

b. Request for an airlift reprioritization from the coordinated recommendation of directors of the JS J-3 and JS J-4 or CJCS JTB, if convened.

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

2. Urgent requirements are identified by supported CCDRs to the supporting CCDRs or Services and USTRANSCOM, with information to AMC and CJCS JTB, if convened. USTRANSCOM and AMC determine the most feasible air transportation solution available and schedule the requirement(s). If assets are not readily available, AMC informs USTRANSCOM, which informs the supported CCDR. The supported CCDR decides whether to defer movement of a lower priority requirement or, as a last resort, requests reprioritization of air mobility via the coordinated recommendation of the directors of the JS J-3 and JS J-4 or the CJCS JTB, if convened. If reallocation of forces is needed, the request should be sent to the JS Global Force Management (GFM) office. The requirements and scheduled lift need to be entered into the JOPES and JOPES subsystem Web Simulation and Modeling deployment database as expeditiously as possible. An option always remains to divert cargo of lower priority to sealift.

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

h. **PM.** Intertheater PM is supported by USTRANSCOM air mobility resources. Intertheater PM operations serve as the global interface between the theater and CONUS PM and are validated by USTRANSCOM Command Surgeon's Office as the single manager for implementation of policy and standardization of global PM; C2 is maintained by the 618 AOC (TACC) to carry out the PM. The transferring medical treatment facility is responsible for

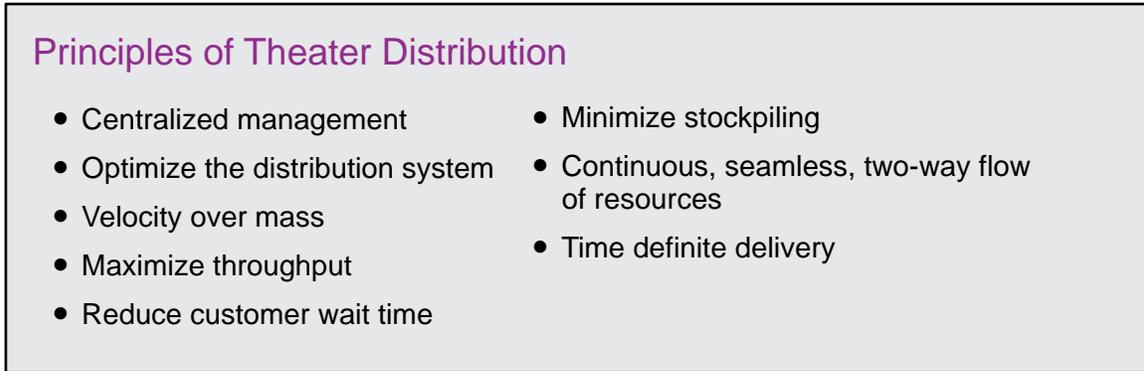


Figure IV-3. Principles of Theater Distribution

the transportation of patients between the medical treatment facility and the designated staging facility or to the aircraft. AMC uses preplanned, opportune, or retrograde aircraft missions to pick up patients from staging facilities at designated theater PM interface airfields. AMC maintains C2 over intertheater air mobility and supporting non-theater assigned elements.

For more information on PM, see JP 4-02, Joint Health Services.

i. **Air Mobility Division (AMD).** The AMD is made up of an air mobility control team, airlift control team, air refueling control team, and AE control team. The AMD integrates and directs the execution of theater assigned or attached Service-organic mobility forces operating in the AOR or joint operations area in support of JFC objectives. OPCON of USTRANSCOM assigned air mobility forces supporting, but not attached to, the JTF or subordinate command remains with AMC. This expansion of C2 systems requires the AMD to interface with the 618 AOC (TACC), other AMDs if required, and the joint air operations center (if established) combat operations and combat plans divisions to ensure air mobility missions are included in the air tasking order.

For further information on AMD, see JP 3-17, Air Mobility Operations.

3. Transportation Planning and Allocation of Resources

Movement requirements include priorities for DOD common-user airlift, air refueling, and sealift resources based on the DOD transportation movement and air refueling priority systems. The JS JLOC, or JTB if convened, ensures the CJCS maintains cognizance of transportation requirements and capabilities, and that information is available for adjusting allocations of common-user resources and priorities during wartime and contingencies. An urgency of need or the existence of valid circumstances to use a priority other than normal channel lift must be established by appropriate authority before those priorities can be used. See Appendix A, “Transportation Priorities,” for a detailed discussion regarding priorities.

a. Peacetime planning and allocation of resources can be seen in Figure IV-4.

(1) **Air Mobility.** Upon receiving air mobility requirements from USTRANSCOM, AMC and the geographic CCMDs possessing theater-assigned airlift assets plan how to best use available capability (including commercial contract) to meet those

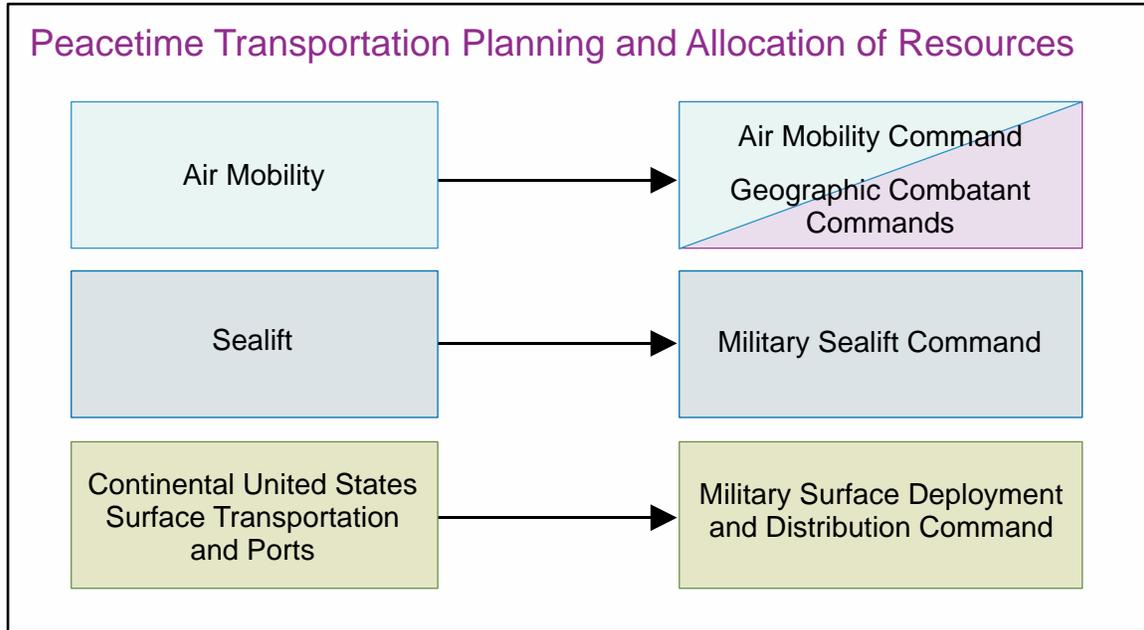


Figure IV-4. Peacetime Transportation Planning and Allocation of Resources

requirements. If air mobility resources appear insufficient to meet requirements, AMC and supported CCDRs identify possible shortages of tonnage and/or space by geographic area before making an initial space assignment and advising shipping agencies. If agreement cannot be reached among the shipping services and AMC, the problem will be referred to USTRANSCOM for resolution.

(2) **Sealift.** Routine sealift sustainment requirements are satisfied by SDDC via scheduled liner service. JOPES-generated and non-routine sustainment requirements are analyzed by USTRANSCOM to determine if assets already activated can best fulfill operational requirements. If not, then MSC will determine the feasibility of commercial charters to meet the requirements. SDDC will also determine the feasibility of liner service to meet the requirements. In either case, an established vessel selection process is followed by the exhaustion of commercial options before activating additional government-owned assets. In such an instance, MSC will (in coordination with USTRANSCOM and MARAD) activate suitable ROS or MARAD RRF vessel(s). Issues will be resolved through the USTRANSCOM J-3.

(3) **Surface Transportation and/or Ports.** Upon receipt of military movement requirements, SDDC (as the SPM) assigns the workload to military ocean terminals and commercial port facilities. In addition, SDDC may arrange for the intra-CONUS movement of DOD cargo by commercial highway and rail carriers and notifies USTRANSCOM of any shortfalls in terminal or intra-CONUS transportation capabilities that it cannot resolve. GCCs are responsible for intratheater distribution.

b. Wartime or Contingency

(1) The JSCP and GEF are the two primary of many planning directives guiding the CCDRs. Through these planning directives, SecDef and CJCS task CCDRs to develop plans

for specific contingencies based on current military capabilities. These documents also provide planning guidance to the Services for the support of the CCDRs in execution of assigned tasks. CJCS Notice 3110.03, *(U) Mobility Appendix Supplement to Logistics Supplement for the Joint Strategic Capabilities Plan (JSCP)*, identifies common-user lift resources used for the transportation feasibility analysis of plans.

(2) The supported CCDR develops a CONOPS based upon planning guidance. Subordinate component commanders are then tasked to determine specific forces (unit) and supply (non-unit) requirements (including personnel replacements) and the recommended time phasing of these requirements. The component commands' mobility requirements are submitted to the supported CCDR, who integrates them with other requirements to develop a notional TPFDD. USTRANSCOM, in consultation with the supported CCDRs' staff, analyzes the movement requirements in the TPFDD against USTRANSCOM common-user transportation assets using the Joint Flow and Analysis System for Transportation (JFAST). USTRANSCOM common-user transportation assets can be found in the assignment table and apportionment tables of the Global Force Management Implementation Guidance; the Global Force Management Allocation Plan; and in CJCS Notice 3110.03, *(U) Mobility Appendix Supplement to Logistics Supplement for the Joint Strategic Capabilities Plan (JSCP)*. USTRANSCOM uses JFAST outputs to assess the gross transportation feasibility of the plan and makes recommendations to the CCDR on necessary TPFDD refinements to improve transportation feasibility. TCCs then prepare movement tables for the entire TPFDD to gauge deployment capability. USTRANSCOM assesses feasibility of the complete notional TPFDD in accordance with the joint combat capability assessment process so it will be ready for immediate execution. Supporting commanders ensure that their specific forces are identified, accurately portrayed (e.g., number of passengers and actual Level 4 cargo detail), and available to meet deployment schedules. Ultimately it is the supported CCDR who declares the TPFDD to be transportation feasible.

4. Execution

As during planning, problems during execution not resolved at the USTRANSCOM and/or Service level will be addressed by the USTRANSCOM J-3, to the directors of the JS J-3 and JS J-4, or to the CJCS's JTB, if convened, for resolution. If reallocation of forces is needed, a request should be sent and coordinated with the JS GFM office.

a. **Peacetime.** TCCs apply capability to movement requirements in accordance with their planning and within the guidelines of the priority system. (See Appendix A, "Transportation Priorities.")

b. Contingency and Wartime

(1) Upon receipt of a warning order, alert order, or other indication of a potential deployment, USTRANSCOM establishes communications with the JS J-4, the supported and supporting CCDRs, the Services, combat support agencies, and TCCs (see Figure IV-5). USTRANSCOM begins an immediate review of deployment plans and TPFDD to ensure their applicability and assists the supported CCDR in updating the TPFDD. When no TPFDD exists for an operation, the joint planning and execution community creates a TPFDD in

Defense Transportation System Contingency and Wartime Execution

United States Transportation Command:

- Establishes communications.
- Reviews force deployment and sustainment plans.
- Develops feasibility estimates.
- Monitors port, transportation, and lines of communications.
- Develops strategic airlift and sealift schedules.

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

JOPEs. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3122 Series, *Joint Operation Planning and Execution System (JOPEs)*, and CJCSM 3130 Series, *Adaptive Planning and Execution (APEX)*, addresses joint planning, policies, procedures, and TPFDD development and deployment execution. As the situation develops, USTRANSCOM, in coordination with the TCCs, develops estimates of the feasibility to support various deployment options and provides comments and recommendations to the supported CCDR and the CJCS JLOC or JTB, if convened. USTRANSCOM monitors capabilities and limitations of ports, transportation resources, and lines of communications to determine any effects on the deployment. If needed, cargo diversion teams, consisting of supported CCDR, USTRANSCOM, and Service representatives, should be used at SPOEs and APOEs to preclude bottlenecks and saturation of the sealift and airlift systems.

(2) When contemplating execution of multiple plans, USTRANSCOM obtains deployment priorities from CJCS during the Global Force Management Board and advises the rest of the deployment community. USTRANSCOM provides supported commanders, the CJCS JLOC and JTB, when convened, with the effects of these priorities on closure times, transportation, and ongoing operations.

(3) In a crisis response situation, or when real world crisis situations change the resource apportionment, USTRANSCOM reassigns strategic lift capabilities to the CCDRs based upon the urgency of the situation and informs the CJCS JLOC and JTB, if convened. As the situation evolves, USTRANSCOM reviews the allocation and recommends appropriate changes. If USTRANSCOM is unable to prioritize the lift to the satisfaction of competing CCDRs, the issue will be addressed to the JS or a request for the CJCS to convene the JTB.

(4) Once transportation resources are allocated to the CCDRs' movement requirements, each CCDR's T-JTB, or equivalent activity, immediately prioritizes that theater's lift resources against the competing lift requirements. The supported CCDR communicates the deployment and resupply decisions to USTRANSCOM for execution and informs the CJCS JLOC or JTB, if convened. Other CCDRs validate frequency channel requirements and prioritize appropriate lift resources to their requirements.

(5) Services are proportionally assigned strategic lift resources for their resupply and personnel replacements based upon supported CCDR allocation in the JOPES database. Shipper Services' HQ and DLA provide advocates to assist the commanders with prioritization of lift at CONUS ports.

(6) USTRANSCOM coordinates the execution of CJCS-prioritized lift allocation decisions for transportation resources that support the plans being executed. As the DOD single manager for transportation (other than Service-organic or theater-assigned assets) CDRUSTRANSCOM:

(a) Directs the implementation of lift decisions to the TCCs, force providers, and Service materiel and personnel managers.

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

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

(7) For supported GCC lift requirements outside the GCC's AOR, USTRANSCOM applies lift resources according to the supported CCDR's allocation decisions.

(8) USTRANSCOM monitors and provides lift status on deploying military forces, replacement personnel and sustainment to the JS, supported and supporting commanders, and the Services.

(9) USTRANSCOM, through SDDC, provides a port management cell and/or augmentation to existing cells for the supported JFC(s). SDDC assists with plan development and analysis, conducts assessment of ports, and recommends the size and type of port operations required. The port management cell establishes liaison with HN port authorities and develops statements of work for contracting facilities and stevedore labor, if available. The cell provides automated data processing and communications capabilities in support of water terminal operations. It provides container management services and prioritizes the port operator's workload based on the JFC's intent.

5. In-Transit Visibility Reporting

a. **IGC.** IGC is a single system that integrates information from a variety of DTS AISs to provide ITV and C2 data support. IGC is the ITV system of record providing expanded common integrated data and application services enabling distribution solutions. IGC enables a common logistics picture, distribution visibility, and material asset/ITV.

b. ITV is the ability to track the identity, status, and location of DOD units, non-unit cargo (excluding bulk POL), passengers, patients, and personal property from origin to consignee or destination, and is used across the range of military operations. ITV of assets moving through the DTS or in support of DOD operations is essential to assessing movements. The transportation tracking number (TTN) and transportation control number (TCN) are alphanumeric character sets assigned to a shipment (unit move and sustainment) to maintain ITV. IGC links the TCN to the military standard requisitioning and issue

procedure (MILSTRIP) number, if available, and to commercial express carrier tracking numbers, if applicable. The Defense Logistics Management System (DLMS) establishes a baseline set of data necessary to support information exchange technology, such as manifests, electronic data interchange (EDI), and automatic identification technology (AIT) devices. Service-specific logistics systems apply DLMS standards to enable movement data which is consolidated in IGC. Users can query various ITV data relevant to their cargo in IGC. IGC also provides cargo detail to various common operational pictures, such as the Single Mobility System, the Battled Command Sustainment Support System, and others. The TTN links ITV data to JOPES in support of plan execution. This gives the user multiple ways to track forces, equipment, and items. See the DTR for specific information governing the use of TTNs and TCNs.

c. While USTRANSCOM is the designated DOD proponent for the development of a comprehensive, integrated DOD ITV capability, it does not execute ITV independently. The ITV process consists of numerous players who must follow designated business procedures to provide accurate source data, prompt nodal updates, shipment status information, and shipment receipt notices. The use of AIT facilitates improved data accuracy and collection processes raising confidence in ITV information shared among various AISs. Key ITV players include, but are not limited to, deploying units, node and port operators, commercial transportation service providers, installations, and depots. Each plays a critical role in ensuring seamless ITV by providing movement information (manifest transmission) to IGC and Web Simulation and Modeling within the following ITV timeliness criteria outlined by the DTR.

(1) Ocean shipments.

(a) Commercial liner and charter service: within 12 hours (goal of 4 hours).

(b) Exercise and wartime unit and sustainment moves on USN ships: within 24 hours of the event (goal of 4 hours).

(2) All intratheater cargo and passenger movements (all modes): within two hours.

(3) All air, truck, and rail cargo and passenger intertheater movements: within one hour.

d. **Unit Cargo.** Unit cargo includes all unit equipment, accompanying supplies, Service pre-positioned forces and afloat pre-positioned equipment, and war reserve stocks. IGC receives unit movement data from various systems from point of origin, through a POE and POD, and within the CONUS and theater. Generation of DTR-compliant deployment data is a unit responsibility. Global Air Transportation Execution System (GATES) is the primary POE and POD system for sealift and air mobility, respectively. Cargo Movement Operations System (CMOS) is the primary system at USAF non-AMC-owned organizations. Where GATES/CMOS capability is not readily available, alternative unit data capture solutions are coordinated by the lift provider and the moving organization and tailored to meet ITV requirements. AIT protocols should also be employed as appropriate anywhere along the movement pipeline to provide timelier, accurate movement updates.

e. **Non-Unit Related Cargo.** Non-unit related cargo includes all equipment and supplies requiring transportation to an OA, other than those identified as the equipment or accompanying supplies of a specific unit (e.g., resupply, military support for allies, and support for nonmilitary programs such as civil relief). IGC receives source shipment information from DOD and commercial vendor shippers, nodal updates from key DOD and commercial logistic activities (consolidation points, aerial ports and seaports, theater onward movement locations, etc.), and shipment status information from commercial carriers. The origin shipping activity generates the appropriate movement documentation. IGC receives DTR-compliant source shipment information from the Distribution Standard System for DLA shipments. As shipments arrive and depart from seaports and aerial ports, IGC receives updates from GATES/CMOS. Finally, IGC receives shipment status information from commercial carriers and vendors using industry EDI standards. AIT protocols are also employed as appropriate to facilitate timely, accurate data capture.

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

g. **Non-Unit-Related Personnel** include all personnel requiring transportation to or from an OA, other than those assigned to a specific unit (e.g., filler personnel, replacements, TDY or temporary additional duty [TAD] personnel, civilians, medical evacuees, and retrograde personnel). GATES serves as the primary information collection point for making passenger reservations. The originating installation transportation office electronically requests airlift through GATES, which in turn provides both schedules and seat confirmation to the requester. GATES also prepares passenger manifests for departing aircraft and transmits that information to IGC. For non-unit personnel traveling from other than GATES-supported locations, passenger manifesting is accomplished and forwarded to IGC. DOD does not track passengers moving on scheduled commercial transportation as a robust commercial capability currently exists.

h. **Lift Assets.** An equally critical aspect of ITV is visibility over airlift, sealift, and surface lift assets (aircraft, ships, and road and rail conveyances). Visibility of lift assets in-transit or scheduled for movement is key to the C2 of those assets, port management, and scheduling the movement of both unit and non-unit cargo and personnel. USTRANSCOM port software programs feed status of shipments to IGC, Services, and DLA software programs. AMC schedules and manages the execution of organic and AMC chartered strategic airlift through the Global Decision Support System. This system passes

airlift schedules and arrival and departure information to the IGC. Similarly, MSC provides sealift schedules and updates for organic and chartered lift assets to IGC via the MSC integrated command, control, and communication system, while commercial carriers pass arrival and departure event information via EDI. There is no single DOD system for tracking all road and rail schedules; however, there are some DOD AISs and AITs that monitor portions of road and rail moves. These modes are critical to the movement of DOD assets because nearly 90 percent of DTS surface lift is provided by commercial carriers.

6. Layering of Automatic Identification Technology to Promote Asset and In-Transit Visibility

a. **AIT.** AIT is a suite of technologies enabling the automatic capture of data, thereby enhancing the ability to identify, track, document, and control materiel, deploying and redeploying forces, equipment, personnel, and sustainment cargo. AIT encompasses a variety of data storage or carrier technologies, such as bar codes; magnetic strips; integrated circuit cards; optical laser discs (optical memory cards or compact discs); satellite tracking; and passive and active radio frequency identification (RFID) tags used for marking or “tagging” individual items, equipment, air pallets, or containers. The consistent application of AIT in the distribution and supply chain processes throughout DOD is key to deriving the most asset visibility and ITV in the DOD enterprise.

b. The Under Secretary of Defense for Acquisition, Technology and Logistics designated USTRANSCOM, as the lead functional proponent for RFID and related AIT implementation throughout the DOD supply chain. A key goal of USTRANSCOM in this functional proponentcy is to ensure AIT use throughout the supply chain is coordinated to maximize its effectiveness, with minimal redundancies or conflicting technologies, as a means to achieve asset visibility. In executing this responsibility, USTRANSCOM facilitated the development of standard applications of AIT in the DOD supply chain (see Figure IV-6). While these designations of specific AIT are significant, USTRANSCOM is constantly working with the Services, CCDRs, DLA, and other DOD partners to refine and adjust these requirements as technology breakthroughs and business processes dictate change.

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

a. **Background.** If CONUS civil transportation service is disrupted and SecDef so directs, the military-owned capability specified in this section can be applied within CONUS to help meet military movement requirements. The Services, CCDRs, DLA, SDDC, and AMC provide data or make available vehicles and aircraft with associated operations, maintenance, and administration.

b. **Authorization.** Upon the recommendation of CDRUSTRANSCOM, the CJCS may recommend to SecDef authorization of the use of military vehicles or military aircraft to augment the civil transportation capability during disruption.

requesting cargo, passenger and/or human remains movement via the DTS submit their cargo movement requirements for an exception to policy to Assistant Deputy Under Secretary of Defense (Transportation Policy) for approval unless DOD directives or agreements provide otherwise. Requests for an exception to policy are submitted in accordance with guidance contained in Department of Defense Instruction (DODI) 4500.57, *Transportation and Traffic Management*, and DODI 4515.13, *Air Transportation Eligibility*.

9. Customs

Background. DOD policy is to assist and cooperate with US and HN border clearance agencies in halting the flow of contraband both into the US and foreign countries. DOD enforces this policy when entry is through military channels and cooperates with other USG departments and agencies when enforcing US laws and regulations and complying with foreign requirements concerning customs, agriculture, immigration, and other border clearance requirements without unnecessarily delaying the movement of DOD personnel and material. This policy also applies to the export of goods to and through other countries. USTRANSCOM serves as the executive agent for DOD to manage the DOD Customs and Border Clearance Program (CBCP). As executive agent, USTRANSCOM – in collaboration with DOD components, USG border clearance activities, and foreign governments (through the supported theater commands) – manages all aspects of the DOD CBCP. However, per DODI 4500.57, *Transportation and Traffic Management*, GCCs are responsible for DOD CBCP in their respective AORs for coordinating customs clearance procedures with the host countries.

APPENDIX A TRANSPORTATION PRIORITIES

1. General

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

2. Movement Priorities—Cargo

a. **Movement Priorities for MILSTRIP Cargo.** To ensure responsiveness, priorities used in the movement system are related to both the importance of the user's mission and the relative importance of a particular item to that mission. The UMMIPS establishes the framework and assigns indicators of mission or item importance. Force/activity designators (F/ADs) and urgency of need designators (UNDs) are used respectively to describe the importance of any given item to any specific mission.

(1) **F/ADs.** F/ADs describe the relative importance of a force, unit, activity, project, or program to accomplishing DOD objectives. There are five F/AD levels, written as Roman numerals, with F/AD I being of the highest importance. Assignment of F/AD is reserved for SecDef based upon the CJCS recommendation and criteria contained in DOD Manual 4140.01, *DOD Supply Chain Material Management Procedures*, and CJCSI 4110.01, *Joint Materiel Priorities and Allocation*. The CJCS may delegate authority to assign F/ADs II through V to the heads of DOD components and USG departments and agencies.

(2) **UNDs.** UNDs express the need or importance of the end use item in accomplishing the mission of the requisitioner. UNDs are identified by the letters A, B, and C, with A being the highest. The requisitioner determines the urgency of need based on criteria established by DOD.

b. **Priority Designators.** The relationship between the importance of the requisitioner's mission (F/AD) and the importance of the end item to that mission (UND) results in a priority designator (PD), sometimes called a supply priority or requisition priority. PDs are expressed as one of 15 two-digit numbers from 01 to 15, with 01 being the highest priority. PDs provide a means of assigning relative rankings to competing demands placed on the DOD supply system.

c. **TPs and Shipment Modes.** The PD, when related to the required delivery date, translates into a TP. TPs are numbered 1 through 4, with 1 being the highest priority. Except for unusual circumstances, the TP drives the shipment mode (see Figure A-1). Cargo assigned TP 1 or 2 is normally air eligible unless the CJCS, the cognizant shipper service, or the

Supply Priority Designator	Required Delivery Date	Transportation Priority	Mode of Shipment Eligibility
01-03	All	1	Air
04-08	444, 555, 777, 1	2	Air
09-15	2	3	Surface
Not Applicable	None	4	Surface

Figure A-1. Transportation Priority and Movement Conversion Table

requisitioner stipulates otherwise. Sometimes the characteristics of the cargo (e.g., size, weight, and hazards) preclude air shipment. In these cases, the cargo is diverted to surface. Priorities for retrograde materiel movements will be established based on the criticality of the item and not on the F/AD and UND combination. Retrograde shipments fall under PD 03, 06, or 13.

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

e. **Cargo Clearance Authorities.** Service HQ assign clearance authorities to assist DOD shippers (including DLA) in management of TPs for both MILSTRIP and non-MILSTRIP cargo and correct application of transportation funds that reimburse the Transportation Working Capital Fund and pay carriers.

3. Movement Priorities—Space Required Passenger Travel via Department of Defense-Owned and-Controlled Assets

TPs for space required passenger movement will be assigned by each Service. Under normal conditions, unless the CJCS directs otherwise, the passenger movement precedence will be in accordance with the USTRANSCOM or respective TCC directions that implement the single passenger reservation concept. Personnel TPs are summarized below.

a. **TP 1**

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

(2) Medical evacuees.

(3) Personnel returning to the US or its territories on emergency leave.

Transportation Priorities for Non-Military Standard Requisitioning and Issue Procedure Cargo

Transportation Priority 1

- Defense courier division material
- Registered or certified mail
- Command and casualty report pouches
- First-class personal and official mail letters
- Personal and official priority mail parcels

Transportation Priority 2

- Other official mail parcels
- Unaccompanied baggage
- All other air-eligible mail (i.e., space-available and parcel airlift)

Transportation Priority 3

- Overseas mail and intercommand mail
- Personal property
- Nonappropriated fund mail
- Material in support of non-Department of Defense agencies

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

b. TP 2

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

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

(3) Personnel on TDY.

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

c. TP 3

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

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

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

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

- (5) Personnel returning to duty from routine TDY or TAD.

d. **TP 4**

- (1) Personnel who are otherwise eligible for movement.
- (2) Dependents.
- (3) Personnel of non-DOD activities.
- (4) Registrants traveling from home to military entrance processing stations for processing.

Travel priorities for space-available passengers are listed in DODI 4515.13, Air Transportation Eligibility.

4. Department of Defense Transportation Movement Priority System

a. An urgency of need or the existence of valid circumstances to use a priority other than normal channel lift must be established by competent authority before these priorities can be used. Specific lift priorities are defined in CJCSI 4120.02, *List of Priorities—DOD Transportation Movement Priority System*.

b. When requirements for lift exceed capability, lift managers should apply capability to the highest priority category first.

c. Lift priorities are intended to support intertheater deployments into the supported GCC's AOR and do not address retrograde movements. Retrograde movements including cargo (e.g., repairable items, containers), passengers (including noncombatant evacuation operations) and patients, and their associated lift priority, are a responsibility of the supported GCC. Scheduling of these movement requirements should be accomplished by the GCC's JMC. Every consideration should be given to synchronizing the movement of retrograde requirements on aircraft returning from the AOR to optimize available lift and preclude the requirement to send an empty aircraft to pick them up. Specific guidance and priorities are established by the supported CCDR in an operation order or other guidance, consistent with the overall operations.

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

1. Mission

The CJCS JTB may be convened by the CJCS during wartime or contingencies for ensuring President and SecDef requirements for all common-user transportation resources assigned or available to DOD are prioritized to optimize accomplishment of DOD objectives. If reallocation of forces is needed, requests should be sent to the JS GFM office.

2. Responsibility

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

3. Membership

The CJCS JTB is composed of the following:

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

b. **Principal Members**

(1) Vice Director for Operations, JS J-3.

(2) CCMD(s)' operations directorate of a joint staff (J-3) and/or J-4.

c. **Supporting Members**

(1) Deputy Director for Intelligence Joint Staff J-2 [Intelligence Directorate].

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

(3) Vice Director for Joint Force Development, Joint Staff J-7 [Joint Force Development Directorate].

(4) USTRANSCOM Director for Operations and Plans.

(5) Force provider J-3 and/or J-4 equivalent.

(6) Deputy Chief of Staff, Army G-4 [Assistant Chief of Staff for Logistics].

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

(8) Director, Logistics Plans, Policies, and Strategic Mobility Division, Installation and Logistics Department, USMC.

(9) Director of Logistics Readiness, Deputy Chief of Staff, Logistics, USAF.

(10) Director, DLA Logistics Operations.

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

4. Management Concept of Chairman of the Joint Chiefs of Staff Joint Transportation Board

a. USTRANSCOM routinely balances multiple CCDRs' strategic lift requirements. If USTRANSCOM is unable to deconflict CCDRs' competing strategic lift demands, the USTRANSCOM J-3 requests the assistance of the directors of the JS J-3 and JS J-4 in resolving the conflict. The directors of the JS J-3 and JS J-4 will either make a coordinated resolution recommendation or recommend CJCS convene the CJCS JTB to allocate lift in accordance with this charter. However, these procedures do not preclude CDRUSTRANSCOM from directly addressing priority and allocation issues with the CJCS for resolution or adjudication if a balance of transportation requirements and capabilities cannot be maintained.

b. When convened, the CJCS JTB acts for the CJCS to communicate President and SecDef priorities and adjudicate competing requirements for intertheater mobility lift assets. The CJCS JTB also resolves other issues that negatively impact the DTS and which USTRANSCOM and the supported CCDR(s) are unable to resolve. USTRANSCOM allocates transportation assets to supported CCDRs' validated requirements in accordance with the CJCS apportionment guidance and priority assigned to each operation and/or requirement. USTRANSCOM advises the JS J-3 and JS J-4 when movement requirements exceed capabilities. The USTRANSCOM J-3 refers problems with recommended COAs to the CJCS JTB, when convened, in order to develop proposed solutions for CJCS approval. COAs are provided directly to the JS J-3 and JS J-4 when the JTB is not convened.

5. Functions

Once convened, the CJCS JTB performs the following:

a. Adjudicate competing lift priorities. If reallocation of forces is needed, request should be sent to the JS GFM office.

b. When required, evaluate COAs being proposed or taken by CDRUSTRANSCOM to resolve conflicting transportation requirements and make appropriate recommendations to the CJCS.

c. Transmit CJCS guidance to CDRUSTRANSCOM and the supported CCDRs.

d. Understand the projected operational activities of the CCDRs and the strategic direction issued by the President and SecDef to anticipate developing problems or future resource requirements.

e. When needed, provide an interface among supported and supporting CCDRs, the Chiefs of the Services, other USG departments and agencies, and the CJCS on matters concerning transportation.

6. Procedures

CJCS JTB follows the procedures below:

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

b. Refer to CJCS matters that cannot be resolved within the CJCS JTB.

c. Coordinate with DOD and other USG departments and agencies as necessary in connection with CJCS JTB duties.

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

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

f. Establish standard operating procedures.

7. The Chairman of the Joint Chiefs of Staff Joint Transportation Board Secretariat

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

a. Membership

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

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

(3) **JS J-5 Representative.** Chief, Strategy Division/Chief, Conventional War Plans Division.

(4) **USTRANSCOM Representative.** USTRANSCOM JS LNO.

(5) **Force Provider.** Normally will be force provider director, J-3 or J-4 equivalent.

(6) **USA Representative.** Chief of Operations, Office of the Deputy Chief of Staff for Logistics (USA).

(7) **USAF Representative.** Director of Logistics, Deputy Chief of Staff, Logistics, Engineering, and Force Protection.

(8) **USN Representative.** Head, Logistics Operations Programs.

(9) **USMC Representative.** Head, Logistics Plans and Operations Branch, Logistics Plans, Policies, and Strategic Mobility Division.

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

(11) **DLA Representative.** DLA JS LNO.

b. **Representation.** The secretary and/or recorder, CJCS JTB Secretariat, is provided by the JS J-4. When activated, JS members provide information, briefing, and administrative support to the CJCS JTB Secretariat as required.

8. Functions of the Chairman of the Joint Chiefs of Staff Joint Transportation Board Secretariat

The CJCS JTB Secretariat is responsible for the following:

- a. Providing continuity for the CJCS JTB.
- b. Attending all meetings of the CJCS JTB.
- c. Preparing and publishing standard operating procedures for the conduct of the CJCS JTB and the CJCS JTB Secretariat; furnish support required.
- d. Having current transportation and strategic movement requirements and capabilities data updated and available for meetings of the CJCS JTB.
- e. Analyzing proposed COAs, evaluating expected results, and preparing presentations of the options for the CJCS JTB meetings.
- f. Notifying USTRANSCOM and the CJCS JTB of identified or anticipated DTS problem areas while preparing for the CJCS JTB meetings.
- g. Publishing the decisions of the CJCS JTB.
- h. Responding to requirements of the CJCS JTB.
- i. Providing a record of proceedings of each CJCS JTB and CJCS JTB Secretariat meeting.
- j. Tracking the results of the CJCS JTB actions and reporting them to the CJCS JTB director.

APPENDIX C REFERENCES

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

1. General

- a. Title 10, USC.
- b. Title 46, USC.

2. Department of Defense Publications

- a. Department of Defense Directive (DODD) 2010.9, *Acquisition and Cross-Servicing Agreements*.
- b. DODD 4500.09E, *Transportation and Traffic Management*.
- c. DODD 4510.11, *DOD Transportation Engineering*.
- d. DODD 5158.04, *United States Transportation Command (USTRANSCOM)*.
- e. DODI 4500.17, *Proceedings Before Transportation Regulatory Bodies*.
- f. DODI 4500.43, *Operational Support Airlift (OSA)*.
- g. DODI 4500.53, *DOD Commercial Air Transportation Quality and Safety Review Program*.
- h. DODI 4500.57, *Transportation and Traffic Management*.
- i. DODI 4515.13, *Air Transportation Eligibility*.
- j. DODI 5158.06, *Distribution Process Owner (DPO)*.
- k. DOD Manual 4140.01, Volume 5, *DOD Supply Chain Materiel Management Procedures: Delivery of Materiel*.
- l. DTR 4500.9-R, *Defense Transportation Regulation*.

3. Chairman of the Joint Chiefs of Staff Publications

- a. CJCSI 2120.01D, *Acquisition and Cross-Servicing Agreements*.
- b. CJCSI 3110.01J, *(U) 2015 Joint Strategic Capabilities Plan (JSCP)*.
- c. CJCSI 3110.03D, *(U) Logistics Supplement to the Joint Strategic Capabilities Plan (JSCP) FY 2008*.

- d. CJCSI 4110.01E, *Joint Materiel Priorities and Allocation*.
- e. CJCSI 4120.02D, *List of Priorities – DOD Transportation Movement Priority System*.
- f. CJCSM 3122 Series, *Joint Operation Planning and Execution System*.
- g. CJCSM 3130 Series, *Adaptive Planning and Execution (APEX)*.
- h. CJCS Notice 3110.03, *(U) Mobility Appendix to Logistics Supplement for the Joint Strategic Capabilities Plan (JSCP)*.
- i. JP 3-11, *Operations in Chemical, Biological, Radiological, and Nuclear Environments*.
- j. JP 3-17, *Air Mobility Operations*.
- k. JP 3-35, *Deployment and Redeployment Operations*.
- l. JP 4-0, *Joint Logistics*.
- m. JP 4-01.2, *Sealift Support to Joint Operations*.
- n. JP 4-01.5, *Joint Terminal Operations*.
- o. JP 4-01.6, *Joint Logistics Over-the-Shore*.
- p. JP 4-02, *Joint Health Services*.
- q. JP 4-09, *Distribution Operations*.
- r. JP 6-0, *Joint Communications System*.

APPENDIX D ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication using the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

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

3. Supersession

This publication supersedes JP 4-01, *The Defense Transportation System*, 06 June 2013.

4. Change Recommendations

a. To provide recommendations for urgent and/or routine changes to this publication, please complete the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil.

b. When a JS directorate submits a proposal to the CJCS 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 Services and other organizations are requested to notify the JS J-7 when changes to source documents reflected in this publication are initiated.

5. Lessons Learned

The Joint Lessons Learned Program (JLLP) primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. The Joint Lessons Learned Information System (JLLIS) is the DOD system of record for lessons learned and facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the joint force. The JLLP integrates with joint doctrine through the joint doctrine development process by providing lessons and lessons learned derived from operations, events, and exercises. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Lessons and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process. The JLLIS Website can be found at <https://www.jllis.mil> (NIPRNET) or <http://www.jllis.smil.mil> (SIPRNET).

6. Distribution of Publications

Local reproduction is authorized, and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified JPs must be IAW DOD Manual 5200.01, Volume 1, *DOD Information Security Program: Overview, Classification, and Declassification*, and DOD Manual 5200.01, Volume 3, *DOD Information Security Program: Protection of Classified Information*.

7. Distribution of Electronic Publications

a. Joint Staff J-7 will not print copies of JPs for distribution. Electronic versions are available on JDEIS Joint Electronic Library Plus (JEL+) at <https://jdeis.js.mil/jdeis/index.jsp> (NIPRNET) and <http://jdeis.js.smil.mil/jdeis/index.jsp> (SIPRNET), and on the JEL at <http://www.dtic.mil/doctrine> (NIPRNET).

b. Only approved JPs are releasable outside the combatant commands, Services, and Joint Staff. Defense attachés may request classified JPs by sending written requests to Defense Intelligence Agency (DIA)/IE-3, 200 MacDill Blvd., Joint Base Anacostia-Bolling, Washington, DC 20340-5100.

c. JEL CD-ROM. Upon request of a joint doctrine development community member, the Joint Staff J-7 will produce and deliver one CD-ROM with current JPs. This JEL CD-ROM will be updated not less than semi-annually and when received can be locally reproduced for use within the combatant commands, Services, and combat support agencies.

GLOSSARY

PART I—ABBREVIATIONS, ACRONYMS, AND INITIALISMS

ACSA	acquisition and cross-servicing agreement
AE	aeromedical evacuation
AIS	automated information system
AIT	automatic identification technology
AMC	Air Mobility Command
AMD	air mobility division
ANG	Air National Guard
AOR	area of responsibility
APF	afloat pre-positioning force
APOD	aerial port of debarkation
APOE	aerial port of embarkation
APS	Army pre-positioned stocks
ARC	air Reserve Components
BEAR	basic expeditionary airfield resources
C2	command and control
CBCP	Customs and Border Clearance Program (DOD)
CBP	Customs and Border Protection (DHS)
CCDR	combatant commander
CCMD	combatant command
CDRUSTRANSCOM	Commander, United States Transportation Command
CHE	container handling equipment
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CMOS	Cargo Movement Operations System (USAF)
COA	course of action
COCOM	combatant command (command authority)
CONOPS	concept of operations
CONUS	continental United States
CRAF	Civil Reserve Air Fleet
CULT	common-user land transportation
DDE	Defense Logistics Agency distribution expeditionary
DFRIF	Defense Freight Railway Interchange Fleet
DHS	Department of Homeland Security
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DLMS	Defense Logistics Management System
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DOE	Department of Energy

DOS	Department of State
DOT	Department of Transportation
DTR	Defense Transportation Regulation
DTS	Defense Transportation System
EDI	electronic data interchange
ETO	Emergency Transportation Operations (DOT)
F/AD	force/activity designator
FHA	foreign humanitarian assistance
FHWA	Federal Highway Administration (DOT)
FRA	Federal Railroad Administration (DOT)
GATES	Global Air Transportation Execution System
GCC	geographic combatant commander
GCCS	Global Command and Control System
GEF	Guidance for Employment of the Force
GFM	global force management
GSA	General Services Administration
GTM	global transportation management
HN	host nation
HNS	host-nation support
HQ	headquarters
IGC	Integrated Data Environment/Global Transportation Network Convergence
ITV	in-transit visibility
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
JDDOC	joint deployment and distribution operations center
JDET	joint distribution enabling team
JFAST	Joint Flow and Analysis System for Transportation
JFC	joint force commander
JLOC	joint logistics operations center
JLOTS	joint logistics over-the-shore
JMC	joint movement center
JOPEs	Joint Operation Planning and Execution System
JP	joint publication
JRSOI	joint reception, staging, onward movement, and integration
JS	Joint Staff
JTB	Joint Transportation Board
JTF	joint task force
JTF-PO	joint task force–port opening

LMSR	large, medium-speed roll-on/roll-off
LNO	liaison officer
LO/LO	lift-on/lift-off
MAGTF	Marine air-ground task force
MARAD	Maritime Administration
MARAD RRF	Maritime Administration Ready Reserve Force
MHE	materials handling equipment
MILSTRIP	military standard requisitioning and issue procedure
MPF	maritime pre-positioning force
MPS	maritime pre-positioning ship
MSC	Military Sealift Command
MSP	Maritime Security Program
NATO	North Atlantic Treaty Organization
NDRF	National Defense Reserve Fleet
NSE	Navy support element
OA	operational area
OCONUS	outside the continental United States
OFDA	Office of United States Foreign Disaster Assistance (USAID)
OPCON	operational control
OPLAN	operation plan
OPROJ	operational project
OSA	operational support airlift
PD	priority designator
PM	patient movement
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oils, and lubricants
PREPO	pre-positioned force, equipment, or supplies
RFID	radio frequency identification
RO/RO	roll-on/roll-off
ROS	reduced operating status
618 AOC (TACC)	618 Air Operations Center (Tanker Airlift Control Center)
SDDC	Military Surface Deployment and Distribution Command
SDDCTEA	Military Surface Deployment and Distribution Command Transportation Engineering Agency
SecDef	Secretary of Defense
SECTRANS	Secretary of Transportation
SPM	single port manager
SPOD	seaport of debarkation
SPOE	seaport of embarkation

TAD	temporary additional duty (non-unit-related personnel)
TCC	transportation component command
TCN	transportation control number
TCSP	theater consolidation and shipping point
TDP	theater distribution plan
TDY	temporary duty
T-JTB	theater-joint transportation board
TP	transportation priority
TPFDD	time-phased force and deployment data
TTN	transportation tracking number
UMMIPS	Uniform Materiel Movement and Issue Priority System
UND	urgency of need designator
USA	United States Army
USAF	United States Air Force
USC	United States Code
USCG	United States Coast Guard
USG	United States Government
USMC	United States Marine Corps
USML	United States Munitions List
USN	United States Navy
USTRANSCOM	United States Transportation Command
UTC	unit type code
VISA	Voluntary Intermodal Sealift Agreement
VTA	voluntary tanker agreement
WRSA	war reserve stocks for allies

PART II—TERMS AND DEFINITIONS

container. An article of transport equipment that meets American National Standards Institute/International Organization for Standardization standards that is designed to facilitate and optimize the carriage of goods by one or more modes of transportation without intermediate handling of the contents. (DOD Dictionary. SOURCE: JP 4-01)

contingency response program. None. (Approved for removal from the DOD Dictionary.)

Defense Transportation System. That portion of the worldwide transportation infrastructure that supports Department of Defense transportation needs. Also called **DTS**. (Approved for incorporation into the DOD Dictionary.)

global transportation management. The integrated process to satisfy transportation requirements using the Defense Transportation System to meet national security objectives. Also called **GTM**. (Approved for incorporation into the DOD Dictionary.)

joint logistics operations center. The current operations division within the logistics directorate of a joint staff, which monitors crises, exercises, and interagency actions and works acquisition and cross-servicing agreements as well as international logistics. Also called **JLOC**. (Approved for replacement of “Joint Logistics Operations Center” and its definition in the DOD Dictionary.)

Joint Transportation Board. The body that prioritizes common-user transportation resources assigned or available to the Department of Defense on behalf of the Chairman of the Joint Chiefs of Staff. Also called **JTB**. (Approved for incorporation into the DOD Dictionary.)

military standard requisitioning and issue procedure. A uniform procedure established by the Department of Defense for use within the Department of Defense to govern requisitioning and issue of materiel within standardized priorities. Also called **MILSTRIP**. (DOD Dictionary. SOURCE: JP 4-01)

priority designator. A two-digit issue and priority code placed in military standard requisitioning and issue procedure requisitions to provide a means of assigning relative rankings to competing demands placed on the Department of Defense supply system. Also called **PD**. (Approved for incorporation into the DOD Dictionary.)

Service-organic transportation asset. Transportation asset that is assigned to a Military Department. (Approved for replacement of “Service-organic transportation assets” and its definition in the DOD Dictionary.)

single manager. A Military Department or agency designated by the Secretary of Defense to manage specified commodities or common service activities on a Department of Defense-wide basis. (Approved for incorporation into the DOD Dictionary.)

single manager for transportation. None. (Approved for removal from the DOD Dictionary.)

space assignment. An assignment to the individual Military Departments/Services by the appropriate transportation operating agency of movement capability, which completely or partially satisfies the stated requirements of the Military Departments/Services for the operating month and that has been accepted by them without the necessity for referral to the Joint Transportation Board for allocation. (DOD Dictionary. SOURCE: 4-01)

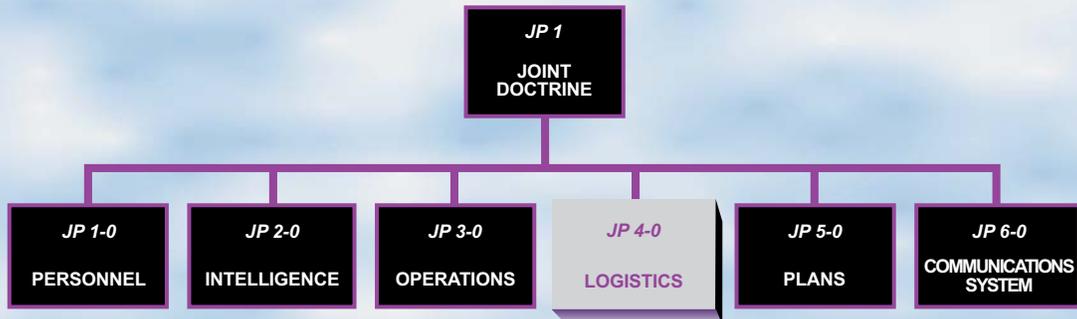
strategic mobility. The capability to deploy and sustain military forces worldwide in support of national strategy. (DOD Dictionary. SOURCE: JP 4-01)

theater-assigned transportation assets. Transportation assets that are assigned under the combatant command (command authority) of a geographic combatant commander. (DOD Dictionary. SOURCE: JP 4-01)

theater distribution system. The four independent and mutually supported networks within an area of responsibility to meet the geographic combatant commander's requirements: the physical network, the financial network, the information network, and the communications network. (Approved for incorporation into the DOD Dictionary.)

transportation system. All the land, water, and air routes and transportation assets conducting movement of United States forces and their supplies during military operations. (Approved for incorporation into the DOD Dictionary.)

JOINT DOCTRINE PUBLICATIONS HIERARCHY



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

