

Joint Pub 4-01.3



Joint Tactics, Techniques and Procedures for Movement Control



21 June 1996



PREFACE

1. Scope

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

2. Purpose

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

3. Application

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

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

For the Chairman of the Joint Chiefs of Staff:



WALTER KROSS
Lieutenant General, USAF
Director, Joint Staff

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EXECUTIVE SUMMARY

COMMANDER'S OVERVIEW

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

Movement Control Overview

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

The employment of military forces and combat power decides the outcome of campaigns and operations. The success of these forces often depends on sound, timely deployment, and support. The **three elements** of a transportation system are **mode operations** (surface, water, air), **terminal operations**, and **movement control**. Movement control is the most critical component of the system. It must coordinate the transportation assets of all modes, terminals, Services, commands, and host nations during deployment, sustainment, and redeployment. **Force deployments occur in five phases**: predeployment, movement to a port of embarkation, strategic movement, in-theater reception at a port of debarkation, and theater onward movement. The complexity of the transportation system requires that both the providers and users develop integrated, executable movement plans.

An effective interface between the strategic and theater movement systems is crucial.

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

Strategic Movement Control

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

The **Defense Transportation System (DTS)** is that portion of the nation's transportation infrastructure that supports the Department of Defense common-user transportation needs across the range of military operations. The **Joint Operation Planning and Execution System (JOPES)** is an integrated command and control system that provides information to senior decisionmakers concerning joint plans and operations. Decisionmakers use JOPES to plan, execute, and monitor mobilization, deployment, employment, and sustainment activities. The **Global Transportation Network (GTN)** is a DTS automated system for managing cargo and passenger movements. GTN, when fully fielded, will provide an integrated data base that accepts input from automated data processing systems used by the Services, Defense agencies, and United States Transportation Command (USTRANSCOM).

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

The **deliberate planning process** focuses on the time-phasing of movements and the assigning of transportation resources to support initial deployments for a set period, normally around 90 days after deployment commences. **Crisis action** movement control follows the basic process of deliberate planning. The fundamental difference is the reduced amount of time available to reach allocation, scheduling, identification of threats to transportation assets en route to the debarkation ports, en route access or overflight status, and other execution decisions. Peacetime movement control and execution procedures are the same as those in wartime.

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

USTRANSCOM is responsible for providing global transport in support of national security objectives. It has three subordinate transportation component commands (TCC): the Air Mobility Command, the Military Sealift Command, and the Military Traffic Management Command. USTRANSCOM coordinates the efforts of the TCC with the supported and supporting combatant commands. The **integration of the strategic and theater movement control** systems is the joint responsibility of USTRANSCOM and the supported combatant command and requires information exchange and USTRANSCOM forward elements.

Theater Movement Control System

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

The geographic combatant commander has a wide range of options for performing movement control. He may direct subordinate joint force commanders and Service components to perform their own movement control. He may establish a theater Joint Transportation Board, a Joint Movement Center (JMC), or both. However, to ensure a fully integrated and responsive transportation system, **the geographic combatant commander should consider assigning responsibility** for theater transportation movement control **to a single joint office, the JMC**. The JMC must plan, allocate, coordinate and deconflict transportation, as well as establish and operate an in-transit visibility system to assist in tracking theater movements of units, personnel, unit equipment, and materiel. The JMC establishes the location, identity, and communications facilities of nodes in the transportation system. It also promulgates tasking procedures, cycles, and deadlines. **The theater combatant command movement control plan** is key to a sound movement control system. The plan should integrate the transportation capabilities of the component commands. It should produce a movement control system with centralized planning and decentralized execution. The theater combatant command movement control plan must also consider medical evacuation, retrograde, enemy prisoners of war, refugee, humanitarian missions, and other host-nation requirements.

CONCLUSION

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

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CHAPTER I

MOVEMENT CONTROL OVERVIEW

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

Field Marshal Montgomery

1. Purpose

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

2. Introduction

a. The employment of military forces and combat power decides the outcome of campaigns and operations. The success of these forces often depends on sound, timely deployment and support. **A well-defined, integrated transportation system is a critical part of this support.** It provides time and place utility for units and sustainment. Inadequate control of logistic movement results in waste, reduced efficiency, and loss of potential combat power.

b. **The three elements of a transportation system, shown in Figure I-1, are mode operations (surface, water, air), terminal operations, and movement control.** Movement control is the most critical

component of the system. It must coordinate the transportation assets of all modes, terminals, Services, commands, and host nations during deployment, sustainment, and redeployment.

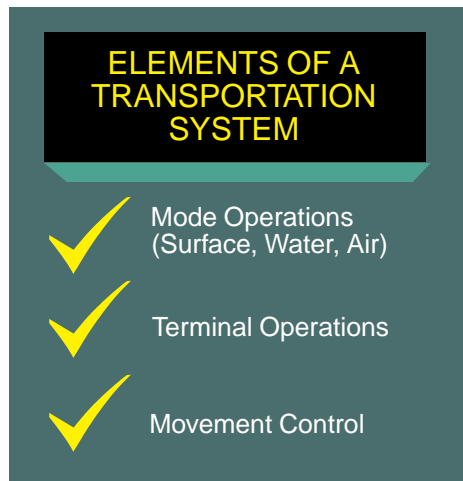


Figure I-1. Elements of a Transportation System

c. Force deployments occur in **five phases**. The phases are **predeployment, movement to a port of embarkation (POE), strategic movement, in-theater reception at a port of debarkation (POD), and theater onward movement**. Figure I-2 shows this process, using the continental United States (CONUS) as the origin. In general, predeployment activities are a Service responsibility and movement to a POE within CONUS is shared between the Services and United States Transportation Command (USTRANSCOM). Commercial movement to a POE within CONUS is arranged by USTRANSCOM's Military Traffic Management Command (MTMC).

Figure I-2. Deployment Phases

Additionally, USTRANSCOM executes the strategic movement to the theater. The last two phases, in-theater reception and onward movement, are the responsibility of the supported geographic combatant commander.

d. **The transportation system also encompasses patient and enemy prisoners of war evacuations, noncombatant evacuation operations, and force redeployment.** Redeployments can take twice as long as deployments, and planners must address them early in an operation. The transportation system must be capable of moving joint forces by multiple modes. It must move forces over long distances and through an array of different types of terminals. It must accomplish all this while adhering to the timetable of the supported joint force commander (JFC).

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

3. Theater Logistic Concept

a. DOD Directive 5100.1, “Functions of the Department of Defense and Its Major Components,” states that each Service will provide its own logistic support. However, title 10, USC, as amended by the DOD Reorganization Act of 1986, states that

geographic combatant commanders have directive authority over logistics within their area of responsibility (AOR). This authority ensures the effective execution of operation plans. Geographic combatant commanders are also responsible for tailoring their logistic operations to provide an economy of force by eliminating unnecessary duplications among the Service components.

the geographic combatant commander should plan for contingencies that would require a different arrangement.

- **Dominant-User Concept.** The geographic combatant commander assigns the Service component that is the principle consumer responsibility for providing or coordinating logistic



A crucial interface between strategic and theater movement occurs at the port of debarkation.

Supporting commands, Services, and Defense agencies must source and support the movement of logistic requirements to meet the geographic combatant commander's strategic and operational objectives.

b. Geographic combatant commanders have many options when establishing their transportation systems. They may use uni-Service, cross-servicing, common-servicing, or joint-servicing support arrangements. **Based on the type of Service support agreement, the geographic combatant commander assigns logistic responsibilities. They may use either the dominant-user or the most-capable-Service concept.** Regardless of the method, it should allow the components to use the common-user system for requirements that exceed organic capabilities. When implementing a concept,

support to the other Service components in the theater or designated area.

- **Most-Capable-Service Concept.** The geographic combatant commander assigns responsibilities to the Service component most capable of performing the mission. Usually, the most-capable-Service arrangement is the most efficient and flexible.

4. Movement Control

Movement control is **the planning, routing, scheduling, and controlling of common-user assets, and maintaining of in-transit visibility to assist commanders and operations staffs in force tracking.** It also includes reception and onward movement of personnel, equipment, and supplies over lines

of communications in accordance with command directives and responsibilities. Movement control is a system involving the coordination and integration of movement information and programs spanning all levels of operations.

5. Concept of Movement Control

Movement control **coordinates transportation resources** to enhance combat effectiveness and meet the priorities of the supported combatant commander. Efficient transportation in a theater involves establishing effective organization and control procedures. It also involves movement and resource management.

a. Organization for Movement Control.

The geographic combatant commander has a wide range of options for performing movement control. These options include directing subordinate JFC and Service components to perform their own movement control or creating a fully integrated joint organization. Regardless, **the geographic**

combatant commander should task organize the movement control functions commensurate with the mission, size, and geography of the operational area.

b. Command Authority and Organization.

Normally, the geographic combatant commander (1) delegates operational control (OPCON) of the various parts of the transportation system to the most-capable-Service components and (2) monitors the entire operation and retains the authority to set priorities and apportion resources. To exercise this authority, **he establishes a Joint Transportation Board (JTB), a Joint Movement Center (JMC), or both.** In addition, he may assign the responsibility to a staff element, normally the command's senior logistic staff officer.

c. **Resource Management.** In relation to movement control, **effective resource management requires the establishment and maintenance of a flow of resources through the transportation system** that permits efficient utilization of user and transportation resources and capabilities.

MOVEMENT CONTROL 1941-1944

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

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

Maximum throughput at all transportation route segments, ports, and nodes, along with timely deliveries, are key measures of success in this effort. For the mode, terminal, and facility operator functions, resource management pertains to the efficient employment of personnel, materiel, and facilities.

6. Principles of Movement Control

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

a. **Centralized Control and Decentralized Execution.** USCINCTrans and the geographic combatant commander control

movement planning and resource allocation. Using the most-capable-Service concept, **the geographic combatant commander usually delegates OPCON of movements to the Service component that has the required assets or capabilities to fulfill the mission.** This delegation of authority achieves two objectives: it satisfies requirements at the lowest level possible, and it frees the geographic combatant commander to focus on theater-wide critical issues.

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

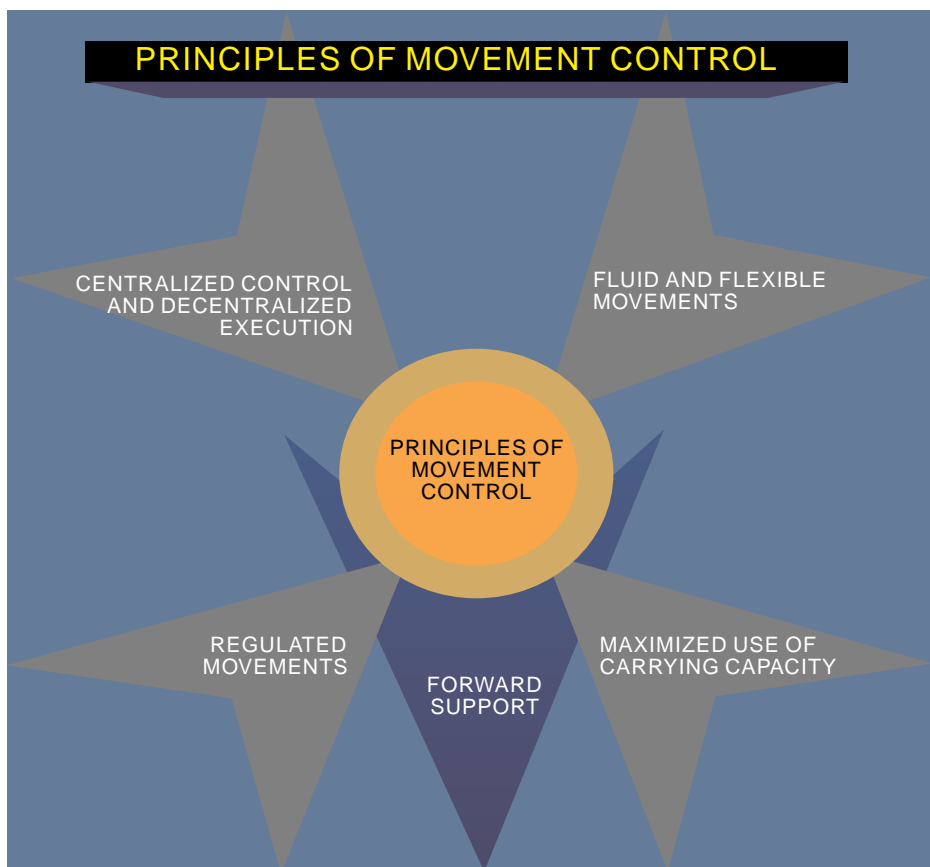


Figure I-3. Principles of Movement Control

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

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

- The expeditious movement of cargo to meet the combatant commander's requirements may be more important than maximizing carrying capacity.
- Terminal congestion may preclude the use of a given mode.
- Delays during off-loading cause a lost transport capability.
- Stress keeping transport modes loaded and moving.

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

7. Functions of Joint Movement Control

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

a. **Planning.** Planning begins when either the geographic combatant commander is tasked for a deliberate plan under the Joint Strategic Capabilities Plan (JSCP), receipt of some other planning order, or when the National Command Authorities assign a task to a geographic combatant commander. It ends with the withdrawal or accomplishment of the mission, or Chairman of the Joint Chiefs of Staff (CJCS) approval of a deliberate plan. **Transportation planning is ideally done under the deliberate planning process of the Joint Operation Planning and Execution System (JOPES). However, planning may have to be done under the crisis action planning procedures of JOPES.** Ideally, deliberate planning should provide the insights and understanding that would allow quick adaption of a deliberate operation plan (OPLAN) under the crisis action planning procedures.

b. **Apportioning Transportation.** Apportioning transportation **distributes the common-user transport capability among the transportation tasks.** Apportioning transportation is a very important decision-making process. It is difficult to apportion transportation assets in a saturated system. Saturated systems exist when demands exceed capabilities. During the JOPES deliberate planning process, the Chairman of the Joint Chiefs of Staff apportions strategic mobility and theater transportation assets in the JSCP. The geographic combatant commanders may further apportion their total transportation capability among Service components or subordinate JFCs for deliberate planning purposes. Transportation apportionment is expressed in percentages.

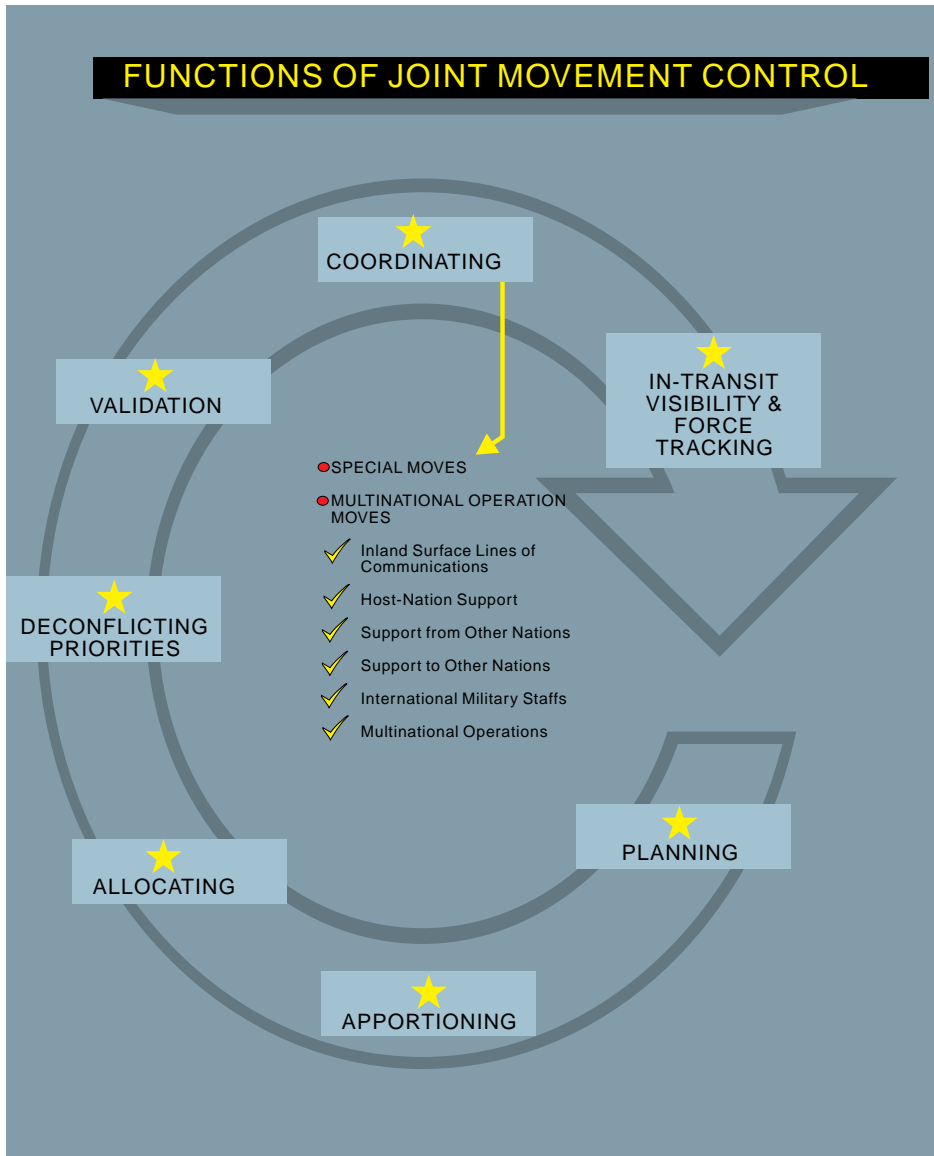


Figure I-4. Functions of Joint Movement Control

c. **Allocating Transportation.** Allocating is the actual matching of apportioned transportation assets to operational requirements by the Chairman of the Joint Chiefs of Staff during crisis action planning or actual execution. The Chairman of the Joint Chiefs of Staff transmits the transportation allocation decision by execution order to USCINTRANS for strategic lift assets and to the combatant

commander for theater assets. Normally, USCINTRANS and the geographic combatant commander refine their execution planning based on the CJCS transportation resource allocation and pass this transportation allocation decision to their components. The component allocating agency expresses the transportation allocations as a quantifiable measure. Examples of quantifiable measures are sorties, gross tonnages, and square footage.

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

e. **Validation.** Shipments presented to USCINCTRANS or a combatant command transportation controller for movement **must be validated by authorities within the requesting unit's chain of command.** The validation confirms the need for the movement, shipment configuration, dimensions, and routing. This validation assures that all parties, including the chain of command, are cognizant of the requirement.

f. Coordinating

- **Special Moves.** Special moves involve the movement of special weapons or large formations within CONUS or a theater. Special moves are often politically sensitive and can adversely impact other operations. USCINCTRANS and the geographic combatant commander may choose to retain movement control of special moves.
- **Multinational Operation Moves.** In almost all cases, strategic movement will **require integration with the movement organizations and capabilities of allies** in international military organizations and/or coalition partners. Specific considerations include:

• **Inland Surface Lines of Communications.** When operating in a theater, use must be made of available highways, railroads, and canals to move units and resupply forward. **The geographic combatant commander must integrate his operation with the host government's own requirements.** In the event there is not an operating host government, the geographic combatant



When resupplying forward units, the geographic combatant commander must integrate his operation with host government/ civilian population requirements.

commander is responsible for integrating both assigned forces' requirements with any civilian population requirements.

• **Host-Nation Support.** The simplest and most often used combined arrangement is host-nation support (HNS). Frequently, US forces operate with forces from other nations. Although each country normally provides for its own logistic support, competing

transportation and LOC demands will require close coordination. **For speed and economy, US forces often secure HNS agreements for local transport and facilities.** The Department of State initially contacts and arranges for HNS; however, it may delegate this authority to the geographic combatant commander. The geographic combatant commander identifies transportation requirements and monitors their consideration during negotiations.

- **Support from Other Nations.** Under certain arrangements, **the United States obtains strategic lift support assets from other nations.**

- **Support to Other Nations.** The United States has certain commitments **to provide strategic lift support and movement control to other nations and international organizations**, such as the United Nations.

- **International Military Staffs.** The United States often benefits from coordination, scheduling, and movement control contributions of allies and host nations, both for strategic lift and for intratheater lift.

- **Multinational Operations.** Normally each country provides for its own logistic support, to include transportation. However, **when conducting combined operations, US forces may find their transportation arrangements furnished by the forces of another nation** or US forces may be responsible for providing transportation for the forces of another nation.

- g. **In-transit Visibility and Force Tracking.** In-transit visibility (ITV) is **the continuous updating of unit identities, mode of transport, and location during movement.** USCINCTrans and the supported combatant commander track units, personnel, equipment, and materiel during the strategic phases of a deployment. The supported combatant commander also performs this function within theater. The systems that comprise this interface are Global Transportation Network (GTN) and JOPES. This will normally require detailed coordination and support from USTRANSCOM for the strategic phases of deployment. This interface allows the geographic combatant commander to monitor and change deployment priorities.

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CHAPTER II

STRATEGIC MOVEMENT CONTROL

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

Liddell Hart

1. Purpose

This chapter outlines the Defense Transportation System (DTS), JOPES, and GTN. It explains deliberate and crisis action planning and the role of strategic movement control. It describes the strategic movement control responsibilities of USTRANSCOM and the theater responsibilities of the supported and supporting combatant commands. It concludes by describing the concept for integrating the strategic and theater movement control system.

2. Defense Transportation System

The DTS is **that portion of the Nation’s transportation infrastructure which supports Department of Defense (DOD) common-user transportation needs across the range of military operations.** It consists of those common-user military and commercial assets, services and systems organic to, contracted for, or controlled by DOD. Joint Pub 4-01, “Joint Doctrine for the Defense Transportation System,” contains more information on DTS.

3. Joint Operation Planning and Execution System

JOPES is an integrated command and control (C2) system. It provides information to senior decision makers concerning joint plans and operations. Decisionmakers use JOPES to plan, execute, and monitor mobilization, deployment, employment, sustainment, and redeployment activities.

Both supported and supporting organizations use the system. **JOPES provides users an ordered and comprehensive set of procedures for solving complex strategic mobility force deployment and sustainment problems.** JOPES movement and sustainment information is distributed over Worldwide Military Command and Control System. Joint Pubs 5-03.1 through 5-03.3 contain detailed descriptions of the joint planning and execution processes. MCM 071-92, “The Joint Training Manual,” contains detailed JOPES information for all CJCS and combatant command sponsored exercises.

4. Global Transportation Network

The GTN is a DTS automated system for **managing cargo and passengers movements.** The GTN, when fully fielded, will provide an integrated data base that accepts input from automated data processing systems used by the Services, Defense agencies, and USTRANSCOM. **The GTN will provide USTRANSCOM the ability to maintain ITV of units, personnel, equipment, and materiel.** This data will assist in commands tracking units and sustainment during strategic movements on a global basis. They will use the information to manage movement operations, evaluate performance, and identify transportation costs to users. To enhance the effectiveness of any transportation effort, therefore, Services, Service components, and other organizations must be prepared to feed deployment and sustainment requirements and movement information as required to the GTN or

equivalent systems. Joint Pub 4-01, “Joint Doctrine for the Defense Transportation System,” contains additional information on the GTN.

5. Strategic Movement Control Process

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

a. **Deliberate Planning Process.** Movement control planning for operations conceived under the deliberate planning process is continuous, but not necessarily detailed. It begins with the assignment of a task in the JSCP to a geographic combatant commander. It ends with the approval or disapproval of an OPLAN. The deliberate planning process focuses on the time-phasing of movements and the assigning of

transportation resources to support initial deployments for a set period, normally around 90 days after deployment commences. Figure II-1 portrays the strategic transportation methodology the deliberate planning system uses in creating transportation feasible OPLANs.

- **Geographic combatant commanders develop a concept of operations for each JSCP assigned task.** Component commanders and supported combatant commanders use the OPLAN to develop their supporting plans. For the development of an OPLAN, the combatant commander, Services, supporting commands and agencies, and other members of the Joint Planning and Execution Community ensure the plans are executable and meet the requirements of the combatant commander’s (CINC’s) concept of operations. Appendix 4,

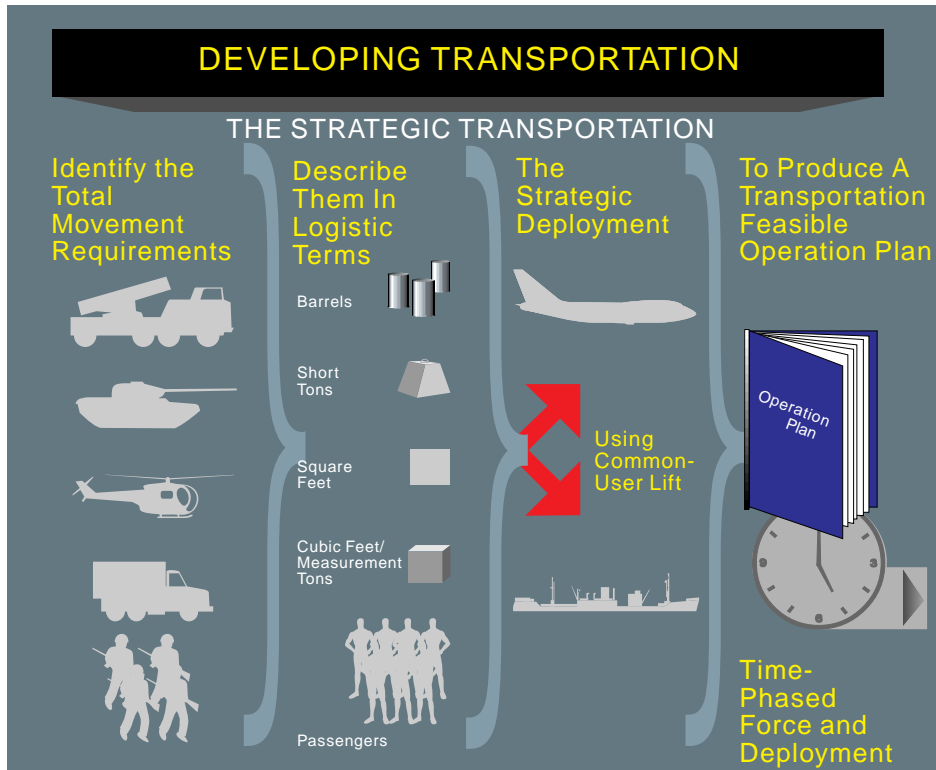


Figure II-1. Developing Transportation Requirements

Annex D of the appropriate OPLAN should contain the combatant commander's movement control procedures. Joint Pubs 5-03.1, 5-03.11, 5-03.2, and 5-03.22, "Joint Operation Planning and Execution System (JOPES)" Vols I and II and both Supplements, (to be replaced by the CJCSI 3122 series) specify the policies, procedures, and formats to be used across the spectrum of deployment, employment, mobilization, and sustainment activities associated with OPLAN development.

- **Time-phased force and deployment data (TPFDD) is the list of units and sustainment requirements needed to execute the plan.** It phases them into the theater of operations at the times and places required to support the concept of operations. Its development and refinement are critical to achieving executable OPLANs and to developing executable operation orders (OPORDs) when using an approved TPFDD in crisis action planning.
- USTRANSCOM uses TPFDD to analyze the flow of forces and cargo from their points of origin to arrival in theater. They distribute the apportioned strategic

transportation resources. During this process, USCINCTRANS follows CJCS guidance and coordinates all major decisions with the supported combatant commander.

b. Crisis Action Strategic Movement Control. Crisis action strategic movement control follows the basic process of deliberate planning. **The fundamental difference is the reduced amount of time available to reach allocation, scheduling, identification of threats to transportation assets en route to the debarkation ports, en route access or overflight status, and other execution decisions.** Service components usually send representatives to the Transportation Component Command (TCC) crisis action cells to coordinate their Service transportation priorities. Early identification of the force and its movement requirements are key to rapid crisis action movement planning. Upon initial execution of an OPORD's TPFDD, and until the situation stabilizes or the theater matures, USCINCTRANS and the geographic combatant commander may have to exercise direct control of movement operations. Repetitive validations of projected movement requirements (both mode and destination) may be necessary using an established teleconference. In addition, ascertaining of

MOVEMENT CONTROL IN KOREA

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

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

transportation asset availability through an accurate TPFDD is also critical to optimization of strategic mobility resources and to keep the chain of command apprised of deployment progress.

c. Peacetime Movement Control. **Peacetime movement control and execution procedures are the same as those in wartime.** Each Service coordinates its CONUS DTS movements with the appropriate TCC. USCINCTRANS and the supported combatant commander monitor the system to ensure it meets their priorities. Joint Pubs 4-01.1, “JTTP for Airlift Support to Joint Operations,” 4-01.2, “JTTP for Sealift Support to Joint Operations,” and 4-01.5 “JTTP for Water Terminal Operations,” contain information on routine sustainment operations.



Organic convoy movements, while coordinated with TRANSCOM, are the responsibility of the respective Service.

USTRANSCOM to ensure correct arrival times at the assigned ports.

- **Military Traffic Management Command is responsible for the commercial ground movement of cargo to POE.** A routing authority is delegated by MTMC to the installation transportation officer (ITO) or transportation movement office (TMO) based on shipment weight and mode. Depending on shipment weight and mode, the ITO or TMO may arrange for the movement or may request and receive a routing/rating from MTMC.
- **Air Mobility Command (AMC) is responsible for providing all strategic air movements.** Users submit requests for airlift through their Service or combatant command air clearance authority to AMC.

- **Organic convoy is an important mode of transport. CONUS convoy movements are the responsibility of the respective Service.** They are not visible to USTRANSCOM during peacetime movement (during wartime, the TPFDD in JOPES indicates the phased movement and thus provides some visibility). Convoy movements are coordinated with

Special assignment airlift mission movements are handled through AMC and the requesting Service or command.

- **Military Sealift Command (MSC) is responsible for providing all strategic sealift movements.** Users submit requests for common-user sealift through their Service to MSC.

6. Responsibilities of USTRANSCOM

USTRANSCOM is the transportation manager for the Department of Defense. USTRANSCOM is responsible for providing global transport in support of national security objectives. It uses the GTN and JOPES to manage the movement of cargo and passengers through the DTS. **It has three subordinate TCCs: the AMC, the MSC, and the MTMC.** USTRANSCOM coordinates the efforts of the TCC with the supported and supporting combatant commands.

a. **AMC provides the airlift for strategic deployment and sustainment operations and for special common-user missions such as aeromedical evacuation.** AMC is also responsible for operating some military aerial ports both within and outside CONUS. When strategic deployments occur, Air Force organic airlift assets may be augmented by assets from US commercial carriers either through contracts or activation of the Civil Reserve Air Fleet stages. Also, at the earliest practical point during large-scale sustainment operations, USTRANSCOM, the geographic combatant commander, and AMC should

consider establishing an air express service to link the established CONUS commercial air transportation infrastructure with the overseas theater. Joint Pub 4-01.1, “JTTP for Airlift Support to Joint Operations,” contains more detailed information.

b. **MSC provides sealift for strategic deployment and sustainment operations.** MSC acquires organic assets from funding provided by the Department of the Navy. MSC may be augmented from US-flag charter, assets from the Ready Reserve Force, and through charter agreements from US and foreign flag commercial carriers. Joint Pub 4-01.2, “JTTP for Sealift Support to Joint Operations,” contains more detailed information.

c. **MTMC manages the surface transport of defense materiel and the CONUS air and surface transport of passengers.** Transport is from the point of origin to the seaport of embarkation (SPOE) or aerial port of embarkation. MTMC coordinates all activities with the supported combatant commander. It recommends SPOEs, establishes booking procedures, and manages the movement of cargo onto common-user ships. MTMC operates



Troop movements may be augmented by US commercial carriers through contracts or activating CRAF stages.



Military Traffic Management Command not only operates common-user CONUS ocean terminals, but also some seaports of debarkation in theaters.

common-user CONUS ocean terminals and some seaports of debarkation (SPODs) in theaters. MTMC can operate ports during contingencies, if contracts or HNS provide the labor needed to load and unload the ships. MTMC can work with the combatant commander to create water terminal operations force packages to operate SPODs where insufficient infrastructure or unreliable stevedoring labor would preclude the use of HNS. Joint Pub 4-01.5, “JTTP for Water Terminal Operations,” contains more detailed information.

7. Responsibilities of a Supporting Combatant Commander

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

manage all moves and assures compliance with the supported combatant commander’s priorities. For deployments to another theater, the supporting combatant commander should establish port of embarkation activities, which could include Arrival/Departure Airfield Control Group (A/DACG), Port Support Activity (PSA) or Port Operations Group (POG), and movement control organizations.

8. Responsibilities of the Supported Geographic Combatant Commander

a. **The supported geographic combatant commander must ensure that USTRANSCOM and its TCCs clearly understand theater transport requirements.** While developing requirements and priorities, the supported geographic combatant commander coordinates with USTRANSCOM to ensure that the movement control system will be ready to manage strategic movement. **The supported geographic combatant commander normally outlines the organization and describes the operational concept for movement control in appropriate OPLANs Annex D, Appendix 4, titled: “Mobility and Transportation.”**

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

9. Strategic and Theater Interface

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

a. **Information Exchange.** Strategic movement information exchange occurs primarily among USTRANSCOM, Service activities, and supporting combatant commanders. These commanders have the responsibility for keeping the supported combatant commander informed of issues that require joint attention.

b. **USTRANSCOM Forward Elements.** USTRANSCOM may place elements from each of its subordinate TCCs in a theater to provide management of strategic mobility operations into and out of the theater. Figure II-2 portrays the typical organizational structure and relationship of the TCC forward elements to a combatant commander.

- Intratheater airlift is the Air Force component's responsibility. If required, augmentation packages to assist C2 of theater airlift can be provided. **AMC can**

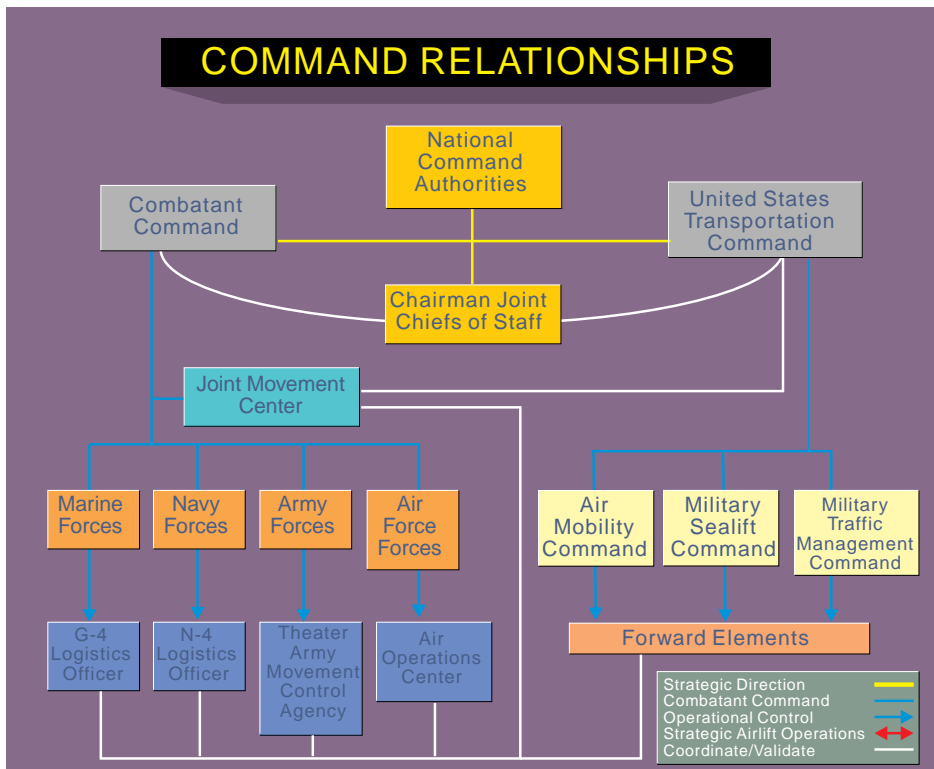


Figure II-2. Command Relationships

provide a variety of augmentation packages that the supported combatant command can choose from.

Augmenters can work within the Air Force component commander's Air Operations Center. If a Joint Movement Center is established, the geographic commander may also request a senior director for the Airlift Movements Branch (AMB) in the JMC or appoint one from his own staff. Direct connectivity between the air mobility element (AME), the JMC's AMB, and the theater air operations center is essential.

- **MTMC operates overseas ocean terminals based on agreements negotiated with USTRANSCOM, the geographic combatant commander, and the host nation.** MTMC terminal

commanders have access to MTMC's information network. The Army component is normally responsible for water terminal operations in theater and its transportation units are specially designed to provide C2 of operating units responsible for terminal and inland transportation services. The size and number of the designated SPODs and the CINC's deployment flow requirement will normally determine the terminal unit force structure.

- **MSC usually establishes Military Sealift Command Offices (MSCO) at theater port facilities,** as directed by USCINCTrans. Each MSCO is responsible for coordinating the arrival, loading or discharge, and departure of vessels under the OPCON of MSC.

CHAPTER III

THEATER MOVEMENT CONTROL SYSTEM

“Aptitude for war is aptitude for movement.”

Napoleon I

1. Introduction

This chapter outlines movement control operations at the theater level. It describes the capabilities of each Service component and major considerations that the combatant commander must integrate as the theater expands and movement from PODs must integrate with movements to sustain operations. It presents a suggested organization and identifies procedures available to geographic combatant commanders on deciding how to control theater movements. The nature of the theater, composition of the force, and agreements with the host nation (HN) affect the procedures used for movement control operations.

2. Theater Movement Control Organization

The geographic combatant commander has a **wide range of options** for performing movement control. **He may direct subordinate JFC and Service components to perform their own movement control. He may establish a theater JTB or a JMC, or both.** However, to ensure a fully integrated and responsive transportation system, **the combatant commander should consider assigning responsibility for theater transportation movement control to a single joint office, the JMC.** This JMC must be equipped with sufficient communication and automation capability to ensure adequate interface between strategic and theater transportation systems and the combatant commander's staff. This organization must be skilled in coordinating and directing theater transportation operations in support of unit movements and/or logistic resupply

operations. The combatant commander's logistics staff would form the nucleus of a movement control organization, but to properly execute a theater movement control mission, an additional predesignated, fully trained joint organization is required. Ideally, such an organization would be identified as a force deployment option in an OPLAN and be established early in the theater to coordinate arrival, theater expansion, and operations movement planning and execution.

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

- **Organization.** The JMC is **organized functionally** and designed with a peacetime nucleus. It expands in proportion to the size of the force and the desires of the geographic combatant commander. A fully developed JMC should have an Administrative Section and two divisions such as a Plans and Programs Division and an Operations Division. (See Appendix A, “Joint Movement Center Organization.”) Advisory members from functional areas that impact movement planning and execution augment the JMC, as needed. Figure III-1 shows a suggested organization.
- **Manning.** The geographic combatant commander should first use his own staff and Service component staff personnel resources to form the nucleus of a JMC. The commander should consider

including manning to coordinate requirements for contracting with HN authorities for use of available civil transportation and facilities. **When expanding a JMC, the geographic combatant commander must consider the structure of his dominant force and component-unique movement control requirements.** The combatant commander may also draw on reserve personnel to augment the JMC. Reserve augmentation personnel should participate in exercises to assure they are familiar with the procedures of a joint force headquarters. Geographic commanders should ensure that reserve augmentation forces are properly sequenced in either an exercise or an actual TPFDD. Finally, the combatant commander may coordinate with US Commander-in-Chief, Atlantic Command and USCINCTRANS on the creation of

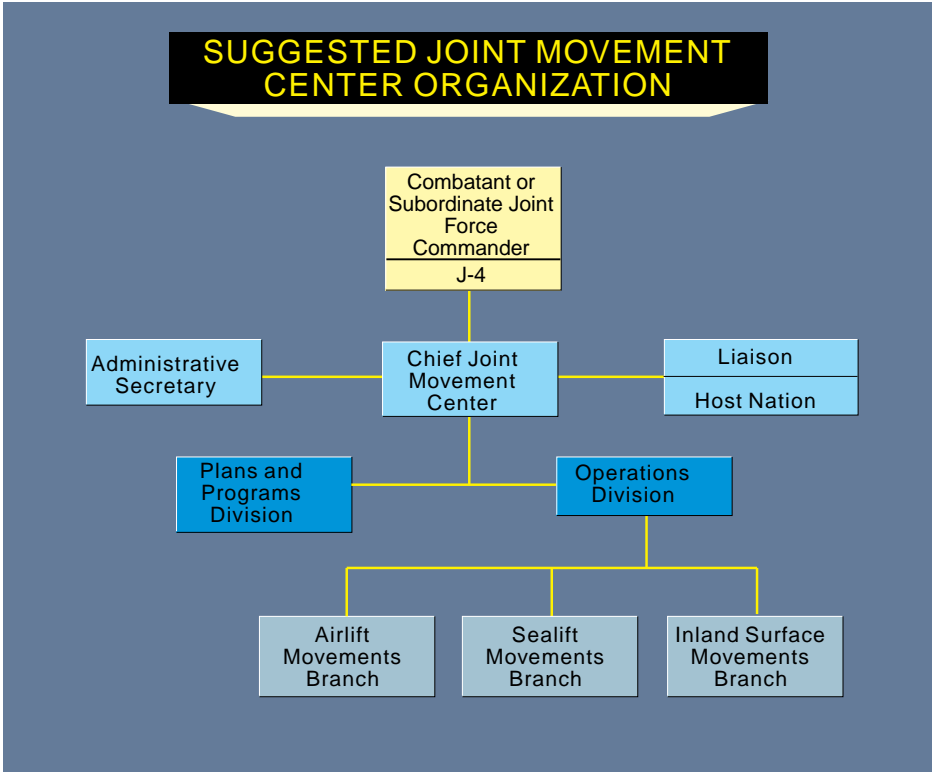


Figure III-1. Suggested Joint Movement Center Organization

a JMC force deployment option package that can be easily inserted into an OPLAN. If this JMC augmentation package is established, designated personnel must be provided the opportunity to train with the combatant commander's and Service components' staffs.

b. Theater Joint Transportation Board.

The geographic combatant commander may establish **a theater JTB to review and deconflict policies, priorities, and transportation apportionments beyond the authority of a JMC.** This JTB consists of representatives from the Service components, movement control agencies, and the combatant command J-3 (Operations), J-4 (Logistics), and J-5 (Plans). The combatant commander determines who should chair the theater JTB; normally this would be the J-4. If the theater JTB is unable to support the CINC's concept of operations with assigned assets, requests should be made to the Chairman of the Joint Chiefs of Staff for additional transportation assets. The Chairman of the Joint Chiefs of Staff may convene a JTB to address transportation apportionment and allocation issues.

3. Theater Movement Control System

The JMC must plan, allocate, coordinate and deconflict transportation, as well as establish and operate an in-transit visibility system to assist in tracking theater movements of units, personnel, unit equipment, and materiel. The requirements of a theater movement control system are shown in Figure III-2.

a. **Planning.** The JMC serves as the primary advisor through the J-4 to the combatant commander on all matters pertaining to the theater transportation support structure necessary to quickly establish a viable movement network in either well-

developed or under-developed theaters. **The JMC develops the theater movement plan that supports the combatant commander's priorities and concept of operation.** The JMC develops this plan while considering theater cargo throughput capabilities (including in-depth analysis of airfield, seaports, and surface transportation routes), the TPFDD, apportionment and allocation of transportation resources, and resource protection requirements. **The plan must mesh incoming strategic movements with theater reception and onward movement operations.** It excludes bulk fuel and water that move by pipeline; however, it must incorporate their movement by any other mode of transportation. Balancing resources is critical to maintaining a flexible system. To provide an uninterrupted flow of supplies and units, the system's reception capability must match its strategic movement capability. Likewise, the system's onward movement capability must match its reception capability. Apportioning resources is, therefore, a key element of the plan. The plan includes transportation apportionments developed in consultation with the component commanders.

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

c. **Allocating.** Allocating is the assignment of specific transportation resources against specific movement missions. If a JMC is not established, the geographic combatant commander usually delegates the transportation allocation process to the Service components. **Components normally express transportation allocations as sorties by type**

of aircraft, gross tonnages, number of vehicles, or other appropriate terms. If a JMC is established, the Service components work with the JMC to optimize daily movements based on projected daily transportation resources available.

d. Coordinating. The JMC coordinates all common-user theater air, land, and sea transportation. The JMC initially coordinates common-user transportation through the movement plan. **The JMC monitors the transportation system, analyzes movement performance, and prepares adjustments.** The JMC also coordinates the accomplishment

of unfulfilled requirements forwarded by component control elements. Implementation of adjustments occurs during the development of priorities or the scheduling of assets. The JMC must coordinate with a Joint Rear Area Coordinator (JRAC), if a JRAC is established. The JMC approves all unit surface movements that use common-user assets and main supply routes.

e. Deconflicting Requirements. The JMC deconflicts theater transportation requirements. **Deconflicting requirements involves establishing and managing the transportation request process.** It includes

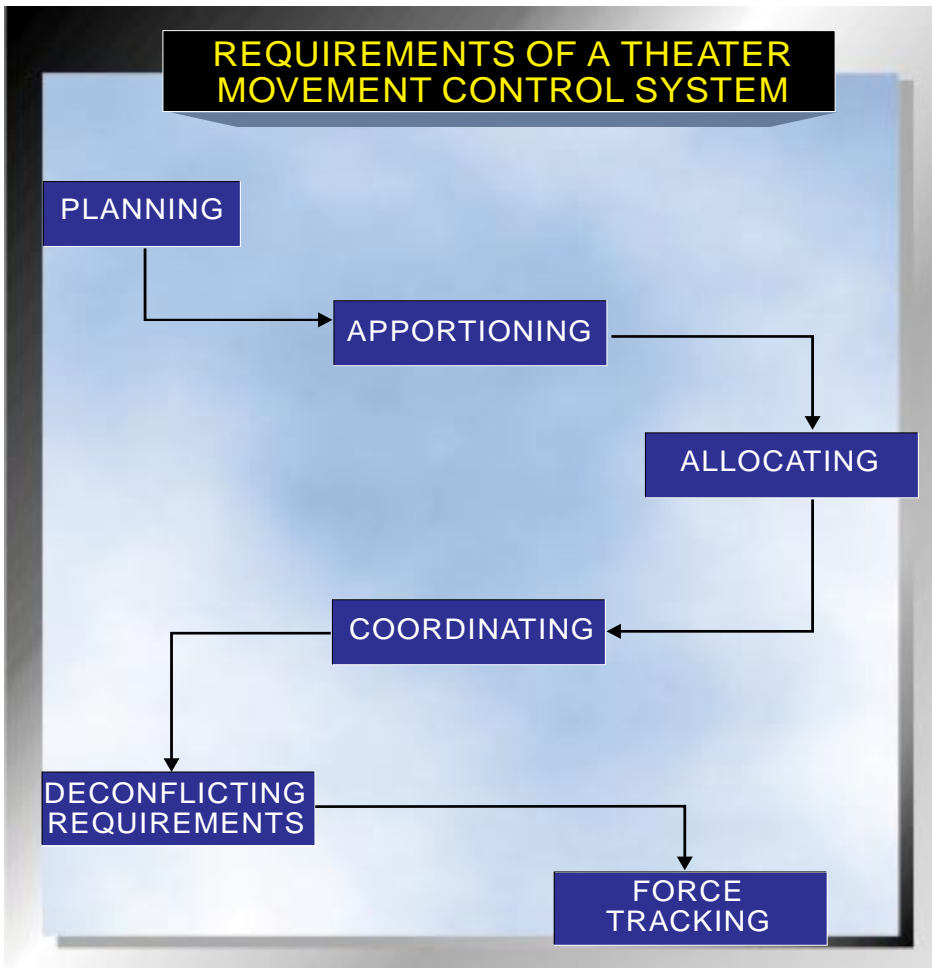


Figure III-2. Requirements of a Theater Movement Control System



The Joint Movement Center documents movement through sea ports of debarkation, thus providing the geographic combatant commander with the ability to locate units that are using common-user transport.

validating requests and tasking appropriate transportation assets as described in paragraph 4 below. Those transportation requirements that cannot be deconflicted by the JMC are forwarded to the JTB for resolution.

f. **Force Tracking.** The JMC provides the geographic combatant commander **the ability**

to locate units that are using common-user transport within the theater. The JMC can monitor the inland surface movement of forces during theater movements (such as documenting arrivals at air ports of debarkation/SPOD and movements to intermediate staging areas or to final tactical assembly areas).

LOGISTICS IN THE PERSIAN GULF WAR

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

Although each nation was responsible for its own logistics, in addition to the support Coalition members provided to US forces there were occasions when the United States had to give assistance to other Coalition partners. Also, when deployed for major operations, the Services become more interdependent. Strategic land, sea and airlifts are examples of this. Commanders-in-chief, in their operations plans, often designate a Service to provide a common logistics function for the entire theater as per a specified

period of time after deployment. For Operation DESERT SHIELD, in some cases, common item support responsibilities exceeded the providing Service's capabilities. After the first 60 days, for example, the other Services and host-nation support (HNS) helped the Army provide supply class I (subsistence), and class III (petroleum, oil and lubricants). In fact, Saudi HNS provided a large share of subsistence, averaging 250,000 meals a day and an estimated two million gallons of potable water a day.

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

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

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

4. Transportation Request Process

The JMC establishes the location, identity, and communications facilities of nodes in the transportation system. It also promulgates tasking procedures, cycles, and deadlines. The routine request process for all modes of transportation flows through Service component logistic channels. The components validate each request and forward it to the JMC.

a. Validation

- Validation includes verification of the requirement, review of the threat levels or threat assessments (see Joint Pub 3-10, "Doctrine for Joint Rear Area

Operations"), and determination of available and feasible mode of movement. The validator considers competing transportation requirements and the combatant commander's transportation priorities.

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

any event, **the geographic combatant commander should provide for the simultaneous validation of emergency and routine requests.**

b. Surface, Sealift, and Inland Waterway Transportation Requests. The geographic combatant commander usually delegates execution of this portion of the movement plan to the Army component commander. However, specific responsibilities

act on requests received from regional users. They task rail, water, or motor transport elements. They are responsible for controlling and supervising all movements through their regions. They also advise users and serve as an interface with local HN operators.

- The Army component validates sealift requests in coordination with MSC and MTMC forward elements.



Surface movement of vehicles is often most efficiently accomplished by rail.

may vary in theaters where both Army and Marine Corps forces exist in large numbers. For example, it is normal to delegate the responsibility for coordinating main supply route traffic to the component that has primary use of the route.

- **The Army component establishes transportation movement. Movement Control Centers (MCC) and/or Movement Control Teams (MCT) are in control of movement regions to manage surface and inland waterway transportation.** The number of MCC/MCT varies depending on the volume and complexity of movements. The size of a region depends on its critical areas and geographic boundaries. MCC/MCTs

c. Airlift Request Process

- A detailed description of airlift request procedures is found in Joint Pub 3-17, "JTTP for Theater Airlift Operations," Chapter III.
- When organic or supporting surface or sea transportation is inappropriate or not available, **the Service component validating authority may submit a request for airlift to the JMC. The JMC validates component requests and sends them to the air operations center (AOC) or joint air operations center (JAOC).** The JMC sends the requests using standard message format through the Joint Interoperability of

Tactical Command and Control Systems. Joint Pub 6-04.10, “US Message Text Formatting Program, Description of US Message Text Formatting Program,” contains more information on message text formatting.

- Per Joint Pub 3-17, “JTTP for Theater Airlift Operations,” there are three basic types of airlift requests:
 - Planned airlift requests when requirements are known or projected in advance.
 - Immediate airlift requests when requirements are identified too late for the normal tasking cycle.
 - Emergency airlift requests for short notice air movement requirements, usually pressing tactical requirements.

5. Component Movement Capabilities and Organization

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

a. **Army Component.** The Army component usually provides common-user land and inland waterway transport. They also furnish water terminal operations and, when necessary, logistics-over-the-shore (LOTS) operations. They provide common-user land transport through a Theater Army Movement Control Agency (TAMCA), Movement Control Center, and Division Transportation Office (DTO). Field Manual

55-10, “Movement Control in a Theater of Operations,” contains additional information on Army movement control in a theater of operations.

- **TAMCA.** The Army fields a TAMCA to support echelons above corps. The TAMCA positions movement control elements throughout the theater. They provide movement control through movement regulating teams for such operations as LOTS and commercial carrier support. The TAMCA coordinates and monitors all shipments in the theater to the final destination and selects and controls theater main supply routes.
 - **Contract Supervision Teams.** The Army component negotiates and awards contracts for the use of commercial carriers within a host nation. To manage these elements, the Army places contract supervision teams in the theater.
 - **Movement Regulating Teams.** The Army component establishes movement regulating teams to monitor and control traffic on theater Army and corps road networks.
- **MCC.** The Army component will normally establish a MCC to manage movements and transportation assets within a corps area of operations. It positions movement control elements throughout the corps area of operations to provide support.
- **DTO.** Each Army division has an organic DTO. The DTO is responsible for movement control within the division.
- **LOTS Operations.** LOTS provides the geographic combatant commander a limited seaport or over-the-shore capability where port facilities are damaged or insufficient for arriving sealift. The Army uses truck, helicopter,

rail, watercraft, terminal service, and cargo transfer units to perform this mission. The Navy and/or Marine components can operate in concert with Army units in joint logistics-over-the-shore (JLOTS) operations.

b. Air Force Component. The Air Force component provides theater common-user airlift. The geographic combatant commander exercises combatant command (command authority) over all theater-assigned airlift forces through the Air Force Component Commander (AFCC), who exercises OPCON through the component airlift staff. USCINCTRANS exercises combatant command (command authority) of assigned airlift forces. The commander, AMC, exercises OPCON of USTRANSCOM assigned airlift assets through the Commander, TACC. The exception is the Commander, Air Combat Command, who exercises OPCON of C-130s. OPCON of attached augmentation airlift forces should be accomplished under the command authority guidelines provided in Joint Pub 0-2, "Unified Action Armed Forces (UNAAF)."

- **Director of Mobility Forces.** The director of mobility forces (DIRMOBFOR) will normally be a senior officer who is familiar with the AOR or joint operations area (JOA) and possesses an extensive background in airlift operations. When established, the DIRMOBFOR serves as the designated agent of the AFCC or joint force air component commander, if designated, for all airlift issues in the AOR or JOA and for other duties as directed. The DIRMOBFOR exercises coordinating authority between the airlift coordination cell, the air mobility element, the Tanker Airlift Control Center (TACC), the joint movement center, and the air operations center in order to expedite the resolution of airlift problems.

- **Air Mobility Element.** The AME is an extension of the Air Mobility Command TACC deployed to a theater when requested by the geographic combatant commander. It coordinates strategic airlift operations with the theater airlift management system and collocates with the air operations center whenever possible.

c. Navy Component. The Navy component, through MSC, provides common-user sealift to the theater. The Navy component, in concert with Army units, can provide the combatant commander with over-the-shore discharge and transfer capabilities, where port facilities are not available or inadequate. Navy cargo handling battalion and Navy Cargo Handling and Port Group are Navy component organizations that conduct limited common-user port operations. The Navy component performs its movement control operations through the Navy component command (NCC), naval advanced logistic support site (ALSS), naval forward logistic site (FLS), or a designated representative. The ALSS and FLS provide logistic support, to include movement management, to theater naval forces during major contingency and wartime periods. They coordinate Navy land transportation requirements with Army movement control organizations or the JMC. The NCC submits requirements for airlift to the JMC.

d. Marine Corps Component. The Marine Corps component has a strategic mobility officer (SMO) and an embarkation officer organic to their Marine air-ground task force (MAGTF) staffs. The SMO can coordinate Marine Corps movement requirements with the geographic combatant commander, the JMC, and USTRANSCOM. The Marine Corps activates a Force Movement Control Center (FMCC) within theater to coordinate and provide transportation services to all land-based elements of the MAGTF. As the Marine's

primary movement control agency within theater, the FMCC establishes liaison and communications with the JMC and forwards all transportation shortfalls to the JMC. If Marine Corps forces are afloat and part of an amphibious force, the command relationships established between the commander, amphibious task force and the commander, landing force would take precedence.

e. **The Special Operations Forces (SOF) Component System.** The special operations component logistics officer (SOJ4) on the staff of the SOF commander normally directs the coordination of common-user lift requirements. The SOJ4 establishes a system to validate common-user lift requests from SOF units. The nature of the system depends on the composition and mission of the assigned forces. The SOJ4 also establishes communication links with the JMC and the JAOC. The special operations liaison element (SOLE) is normally located at the JAOC (or AOC) and assists in coordinating SOF

requirements. Although the SOLE works for the SOF commander, they can assist and expedite requests for common-user lift support to SOF units.

6. Other Theater Movement Control Considerations

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

a. **Medical Evacuation System. Medical elements such as the Theater Patient Movements Requirements Center (TPMRC) may collocate with or have direct access to movement control organizations.** They ensure that movement control personnel consider all modes of transport for evacuating sick, injured, and wounded personnel. They send requests for CONUS patient evacuation to the Global Patient Movements Requirements Center (GPMRC). The GPMRC coordinates with USTRANSCOM for patient transfers to specific CONUS hospitals through the JMC or the senior theater movement control organization designated by the combatant commander. Joint Pubs 4-02, “Doctrine for Health Service Support in Joint Operations” and 4-02.1, “Joint Tactics, Techniques, and Procedures for Health Service Logistics Support in Joint Operations,” contain additional information on the TPMRC and GPMRC.

b. **Retrograde Movements.** Planners must understand that the **retrograde of cargo is crucial to the overall sustainment effort.** Retrograde also contributes to the maximum use of carrying capacity. All retrograde cargo requiring movement to CONUS and certain overseas destinations requires inspection by the military quarantine inspection authority before release.

c. **Evacuation of Enemy Prisoners of War (EPW).** The geographic combatant commander should **consider evacuation of**



Figure III-3. Other Theater Movement Control Considerations

EPW during retrograde operations.

Movement control personnel must be aware of the importance of swift evacuation of captured enemy troops. They should also give ample consideration to EPW evacuation during the validation phase of the transportation request process. FM 55-10, "Movement Control in a Theater of Operations," contains additional information on EPW evacuation.

d. **Component Liaisons.** Component commanders may **assign liaison officers to key transportation nodes operated by another component or the HN**. These liaison officers ensure satisfaction of component logistic requirements. The liaisons' key tasks are to monitor and, if necessary, prioritize the actual flow of their components' materiel through the node. They also locate and expedite the shipment of component critical items.

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APPENDIX A

JOINT MOVEMENT CENTER ORGANIZATION

The JMC is functionally organized and designed for expansion in proportion to the size of the force. An Administrative Section, Plans and Programs Division, and Operations Division are normal staff elements of the JMC. The Operations Division may be further subdivided into Airlift, Sealift, and Inland Surface Movement Branches. The JMC staff elements should develop a system of reports to assist in managing the theater transportation program. The following are the suggested duties of each JMC element.

a. **Administrative Section**

- Provides administrative support to the JMC, including physical security and classified document control.
- Coordinates communication requirements, including dedicated lines as required.

b. **Plans and Programs Division**

- Develops, coordinates, publishes, and distributes the movement plan that apportions the available intratheater common-user transportation assets according to the geographic combatant commander's priorities.
- Recommends joint transportation policy and procedures for the request and use of common-user transportation resources.
- Provides transportation support requirements, including requests and materials handling or container handling equipment, to supporting CINCs and HN agencies.
- Analyzes requirements, capabilities, shortfalls, alternatives, and enhancements

to the theater transportation system. Develops options and recommends solutions.

- Develops standards and procedures for the collection and presentation of statistical data necessary to perform movement control, including forecasts of long-term movement requirements.
- Prepares augmentation plans to facilitate the expansion of the JMC when required.
- Coordinates policies and procedures with other military forces, in-country US government agencies, and HN or indigenous authorities concerned with the evacuation of refugees and civilians.
- Receives, evaluates, and maintains transportation intelligence.

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

• **Airlift Movement Branch**

- Receives and validates airlift requests from components. Coordinates with the DIRMBOFOR for the theater airlift schedule, or routes to other modes of transportation if theater common-user airlift cannot meet the requirement.
- Monitors theater airlift requirements and capabilities.
- Monitors the operation of aerial ports and other airfields to determine capabilities and limitations.

- Reviews and validates regularly scheduled airlift channel missions to determine adequacy of support.

- Monitors the air deployment of major forces. Effects changes to airlift movement requirements and priorities contained in the JOPES data base by the supported combatant commander.

- Coordinates aeromedical evacuation missions.

- Develops and manages theater air container policy (436L pallet system) and procedures.

- Notifies the Chief, Operations Division, when forecasted airlift requirements exceed the airlift capability.

- **Sealift Movement Branch**

- Monitors the sea deployment of forces and materiel by sealift. Effects changes to the sealift movement requirements and priorities contained in the JOPES data base. Ensures the actual time the Unit Line Number arrives at the SPOD is entered into the JOPES data base.

- Represents the JFC in international bodies regulating the priority of ship arrivals and their destinations.

- Coordinates with MTMC and MSC representatives and the appropriate port commanders for all seaport and JLOTS site operations, and assesses each water terminal's or LOTS/JLOTS site's limitations and capabilities.

- Monitors and determines requirements for changes to scheduled sealift routes or channels.

- Monitors joint container control activities within ports.

- Arbitrates conflicting sealift requirements that cannot be resolved at lower levels in the movement control system.

- Maintains data on the entire sealift oriented transportation infrastructure.

- Notifies the Chief, Operations Division, when forecasted sealift requirements exceed the sealift capability.

- **Inland Transportation Branch**

- Arbitrates conflicting land transportation requirements that cannot be resolved at lower levels in the movement control system.

- Monitors the movement of forces using rail, highway, or inland waterway assets.

- Monitors port clearance, rail, highway, and inland waterway activities. Coordinates with Sealift Movement Branch on special case LOTS/JLOTS operations movement support.

- Maintains and disseminates information on military and HN surface transportation network. This information includes data on obstructions, detours, capacities, critical choke points, surface conditions, and enemy activities affecting highway, inland waterway, and rail nets.

- Develops short- and long-range transportation plans pertaining to repair priorities of the surface transportation network. Coordination with HN

activities and the senior engineer assigned to the geographic combatant commander's or subordinate JFC's staff is essential.

- Notifies the Chief, Operations Division, when forecasted land transportation requirements exceed the land capabilities.

- Monitors inland container management program.

- Monitors effectiveness of negotiation and award of tenders to commercial carriers.

- Develops policy and procedures of theater commercial surface transportation.

- Monitors border crossings, port clearance, and inland waterway activities.

- Validates and/or coordinates requests for HN inland surface movement support.

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APPENDIX B

REFERENCES

The development of Joint Pub 4-01.3 is based upon the following primary references:

1. DOD Directives

a. DOD Directive 5100.1, “Functions of the Department of Defense and Its Major Components.”

2. Joint Publications

- a. Joint Pub 0-2, “Unified Action Armed Forces (UNAAF).”
- b. Joint Pub 1-02, “DOD Dictionary of Military and Associated Terms.”
- c. Joint Pub 3-0, “Doctrine for Joint Operations.”
- d. Joint Pub 3-17, “Joint Tactics, Techniques, and Procedures for Theater Airlift Operations.” (In Development)
- e. Joint Pub 4-0, “Doctrine for Logistic Support of Joint Operations.”
- f. Joint Pub 4-01, “Joint Doctrine for the Defense Transportation System.” (In Revision)
- g. Joint Pub 4-01.1, “Joint Tactics, Techniques, and Procedures for Airlift Support to Joint Operations.” (In Development)
- h. Joint Pub 4-01.2, “Joint Tactics, Techniques, and Procedures for Sealift Support to Joint Operations.” (In Development)
- i. Joint Pub 4-01.5, “Joint Tactics, Techniques, and Procedures for Water Terminal Operations.”
- j. Joint Pub 4-01.6, “Joint Tactics, Techniques, and Procedures for Joint Logistics Over the Shore (JLOTS).”
- k. Joint Pub 4-02, “Doctrine for Health Service Support in Joint Operations.”
- l. Joint Pub 5-0, “Doctrine for Planning Joint Operations.”
- m. Joint Pub 5-00.2, “Joint Task Force Planning Guidance and Procedures.”
- n. Joint Pub 5-03.1, “Joint Operation Planning and Execution System, Vol I, (Planning Policies and Procedures).”
- o. Joint Pub 6-04.1, “US Message Text Formatting Program.”

3. Army Publications

- a. FM 10-500-1, “Airdrop Support Operations in a Theater of Operations.”
- b. FM 55-10, “Movement Control in a Theater of Operations.”
- c. FM 55-65, “Strategic Deployment by Surface Transportation.”
- d. FM 90-25/FMFRP 5-33/MACP 55-35, “Airlift for Combat Operations.”
- e. FM 100-27/FMFM 4-61/AFM 2-50, “Doctrine for Multi-Service Air Movement Operations.”
- f. AR 55-355, “Defense Traffic Management Regulations.”

4. Navy Publications

- a. Naval Warfare Publication No. 39, “Naval Coastal Warfare Doctrine.”
- b. FMFM 4-1 (USMC), “Combat Service Support Operations.”

5. Coast Guard Publication

- a. US Coast Guard, Commandant Instruction 16601.1, “Guidance for Formulation of Local Port Readiness Committees.”

APPENDIX C

ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication to the Joint Warfighting Center, Attn: Doctrine Division, Fenwick Road, Bldg 96, Fort Monroe, VA 23651-5000. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

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

3. Supersession

This publication supersedes Joint Pub 4-01.3, 26 January 1994, "Joint Tactics, Techniques, and Procedures for Movement Control."

4. Change Recommendations

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

TO: HQDA WASHINGTON DC//DASG-HCD-D//
INFO: JOINT STAFF WASHINGTON DC//J7-JDD//

Routine changes should be submitted to the Director for Operational Plans and Interoperability (J-7), JDD, 7000 Joint Staff Pentagon, Washington, D.C. 20318-7000.

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

- c. Record of Changes:

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

5. Distribution

- a. Additional copies of this publication can be obtained through Service publication centers.
- b. Only approved pubs and test pubs are releasable outside the combatant commands, Services, and Joint Staff. Release of any classified joint publication to foreign governments or foreign nationals must be requested through the local embassy (Defense Attache Office) to DIA Foreign Liaison Branch, C-AS1, Room 1A674, Pentagon, Washington, D.C. 20301-7400.
- c. Additional copies should be obtained from the Military Service assigned administrative support responsibility by DOD Directive 5100.3, 1 November 1988, "Support of the Headquarters of Unified, Specified, and Subordinate Joint Commands."

By Military Services:

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Air Force: Air Force Publications Distribution Center
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Navy: CO, Navy Aviation Supply Office
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Philadelphia, PA 19120-5000

Marine Corps: Marine Corps Logistics Base
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- d. Local reproduction is authorized and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified joint publications must be in accordance with DOD Regulation 5200.1-R.

GLOSSARY

PART I—ABBREVIATIONS AND ACRONYMS

A/DACG	Arrival/Departure Airfield Control Group
AFCC	Air Force Component Commander
ALSS	naval advanced logistic support site
AMB	air mobility branch
AMC	Air Mobility Command
AME	air mobility element
AOC	Air Operations Center
AOR	area of responsibility
C2	command and control
CINC	Commander-in-Chief, combatant commander
CJCS	Chairman of the Joint Chiefs of Staff
CONUS	continental United States
DIRMOBFOR	Director Mobility Forces
DOD	Department of Defense
DTO	division transportation office
DTS	Defense Transportation System
EPW	enemy prisoner of war
FLS	naval forward logistic site
FMCC	Force Movement Control Center
GPMRC	Global Patient Movements Requirements Center
GTN	Global Transportation Network
HN	host nation
HNS	host-nation support
ITO	installation transportation officer
ITV	in-transit visibility
J-3	Operations
J-4	Logistics
J-5	Plans
JAOC	joint air operations center
JFC	joint force commander
JLOTS	joint logistics-over-the-shore
JMC	Joint Movement Center
JOA	joint operations area
JOPES	Joint Operation Planning and Execution System
JRAC	joint rear area coordinator
JSCP	Joint Strategic Capabilities Plan

JTB	Joint Transportation Board
JTTP	joint tactics, techniques, and procedures
LOC	lines of communications
LOTS	logistics-over-the-shore
MAGTF	Marine air-ground task force
MCC	Movement Control Center
MCT	movement control teams
MSC	Military Sealift Command
MSCO	Military Sealift Command Office
MTMC	Military Traffic Management Command
NCC	Navy component command
OPCON	operational control
OPORD	operation order
OPLAN	operation plan
POD	port of debarkation
POE	port of embarkation
POG	port operations group
PSA	port support activities
SMO	Strategic Mobility Office
SOF	special operations forces
SOJ4	special operations component logistics officer
SOLE	special operations liaison element
SPOD	seaport of debarkation
SPOE	seaport of embarkation
TACC	Tanker Airlift Control Center
TAMCA	Theater Army Movement Control Agency
TCC	Transportation Component Command
TMO	transportation movement office
TPFDD	Time-Phased Force and Deployment Data
TPMRC	Theater Patient Movements Requirements Center
USCINCTrans	Commander in Chief, United States Transportation Command
USTRANSCOM	United States Transportation Command

PART II—TERMS AND DEFINITIONS

aerial port. An airfield that has been designated for the sustained air movement of personnel and materiel, and to serve as an authorized port for entrance into or departure from the country in which located. (Joint Pub 1-02)

aeromedical evacuation. The movement of patients under medical supervision to and between medical treatment facilities by air transportation. (Joint Pub 1-02)

airlift control center. An operations center where the detailed planning, coordinating, and tasking for tactical airlift operations are accomplished. This is the focal point for communications and the source of control and direction for the tactical airlift forces. Also called ALCC. (Joint Pub 1-02)

air logistic support. Support by air landing or airdrop, including air supply, movement of personnel, evacuation of casualties and prisoners of war, and recovery of equipment and vehicles. (Joint Pub 1-02)

allocation (transportation). Apportionment by designated authority of available transport capability to users. (Joint Pub 1-02)

allotment. The temporary change of assignment of tactical air forces between subordinate commands. The authority to allot is vested in the commander having combatant command (command authority). (Joint Pub 1-02)

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

apportionment of air sorties and forces for planning. (Joint Pub 1-02)

area of responsibility. 1. The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations. 2. In naval usage, a predefined area of enemy terrain for which supporting ships are responsible for covering by fire on known targets or targets of opportunity and by observation. Also called AOR. (Joint Pub 1-02)

combatant commander. A commander in chief of one of the unified or specified combatant commands established by the President. (Joint Pub 1-02)

common servicing. That function performed by one Military Service in support of another Military Service for which reimbursement is not required from the Service receiving support. (Joint Pub 1-02)

cross-servicing. That function performed by one Military Service in support of another Military Service for which reimbursement is required from the Service receiving support. (Joint Pub 1-02)

deployment data base. The JOPES (Joint Operation Planning and Execution System) data base containing the necessary information on forces, materiel, and filler and replacement personnel movement requirements to support execution. The data base reflects information contained in the refined time-phased force and deployment data from the deliberate planning process, or developed during the various phases of the crisis action planning process, and the

movement schedules or tables developed by the transportation component commands to support the deployment of required forces, personnel, and materiel. (Joint Pub 1-02)

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

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

global transportation network. The automated support necessary to enable USTRANSCOM and its components to provide global transportation management. The global transportation network provides the integrated transportation data and systems necessary to accomplish global transportation planning, command and control, and in-transit visibility across the range of military operations. Also called GTN. (This term and its definition are provided for information and are proposed for inclusion in the next edition of Joint Pub 1-02 by Joint Pub 4-01.)

host nation. A nation which receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, to operate in, or to transit through its territory. (Joint Pub 1-02)

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

in-transit visibility. The capability provided to a geographic combatant commander to have visibility of units, personnel, and cargo while in-transit through the Defense Transportation System. (Upon approval of this revision, this term and its definition will modify the existing term and its definition and will be included in Joint Pub 1-02.)

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

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

joint tactics, techniques, and procedures. The actions and methods which implement joint doctrine and describe how forces will be employed in joint operations. They will be promulgated by the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands, Services, and Joint Staff. Also called JTTP. (Joint Pub 1-02)

movement control. The planning, routing, scheduling, and control of personnel and cargo movements over lines of communications; also an organization responsible for these functions. (Joint Pub 1-02)

National Command Authorities. The President and the Secretary of Defense or their duly deputized alternates or successors. Also called NCA. (Joint Pub 1-02)

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

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

providing fleet logistic support, naval forward logistic site capabilities may range from very austere to near that of an advanced logistic support site. Also called FLS. (Joint Pub 1-02)

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

specified command. A command that has a broad continuing mission, normally functional, and is established and so designated by the President through the Secretary of Defense with the advice and

assistance of the Chairman of the Joint Chiefs of Staff. It normally is composed of forces from a single Military Department. See also combatant command; unified command. (Joint Pub 1-02)

time-phased force and deployment data.

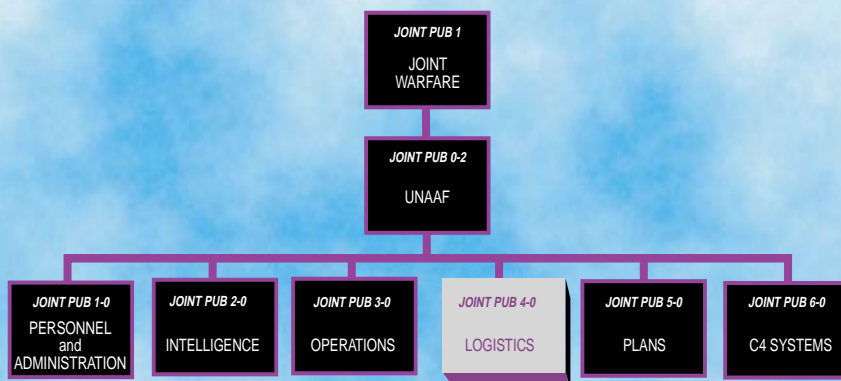
The Joint Planning and Execution System data base portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including: (a) In-place units; (b) Units to be deployed to support the operation plan with a priority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

Transportation Component Command.

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

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

JOINT DOCTRINE PUBLICATIONS HIERARCHY



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

