JOINT PUB 4-01.3

JOINT TACTICS, TECHNIQUES, AND PROCEDURES FOR MOVEMENT CONTROL

26 January 1994
A large body of joint doctrine (and its supporting tactics, techniques, and procedures) has been and is being developed by the US Armed Forces through the combined efforts of the Joint Staff, Services, and combatant commands. The following chart displays an overview of the development process for these publications.

All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy. Joint Pub 3–04 .1 is located in the operations series of joint publications.

Joint Pub 1–01, "Joint Publication System," provides a detailed list of all joint publications. Joint pubs are also available on CD-ROM through the Joint Electronic Library (JEL). For information, contact: Joint Doctrine Division, J-7, 7000 Joint Staff Pentagon Washington, D.C. 20318–7000.
MEMORANDUM FOR: Distribution List

Subject: Joint Pub 4-01.3, "Joint Tactics, Techniques, and Procedures for Movement Control"

1. This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth doctrine and military guidance to govern the joint activities and performance of the Armed Forces of the United States.

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

3. 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.

4. 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.

5. Additional copies of this publication can be obtained through Service publication centers.

6. 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.

7. Only approved pubs and test pubs are releasable outside the combatant commands, Services, and Joint Staff. Release of any joint publication to foreign governments or foreign nationals must be requested through the local embassy (Defense Attache Office) to DIA Foreign Liaison Branch, C-ASI, Room 1A674, Pentagon, Washington, D.C. 20301-6111.
8. The lead agent for this publication is the US Army.

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

For the Chairman of the Joint Chiefs of Staff:

T. R. PATRICK
Colonel, USA
Secretary, Joint Staff

Enclosure
Distribution:

By Secretary, Joint Staff:

<table>
<thead>
<tr>
<th>Joint Staff</th>
<th>OSD</th>
<th>NSA</th>
<th>CIA</th>
<th>JWFC</th>
<th>USELEMNORAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEMA</td>
<td>DISA</td>
<td>DIA</td>
<td>DLA</td>
<td>DMA</td>
<td>DNA</td>
</tr>
<tr>
<td>NDU</td>
<td>MCCDC</td>
<td>JEWC</td>
<td>AFSC</td>
<td>JDC</td>
<td>DISA-JIEO</td>
</tr>
<tr>
<td>CIO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Additional copies may be obtained from the Secretary, Joint Staff (Documents Division).

Five copies each to: Offices of CSA, CNO, CSAF, CMC, USCG

Twenty-five copies each to:

| USACOM | USCENTCOM | USEUCOM |
| USPACOM | USOUTHCOM | USSPACECOM |
| USocom | USSTRATCOM | USTRANSCOM |

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:

Army: US Army AG Publication Center, 2800 Eastern Boulevard, Baltimore, MD 21220-2898

Air Force: Air Force Publications Distribution Center, 2800 Eastern Boulevard, Baltimore, MD 21220-2896

Navy: CO, Navy Aviation Supply Office, Distribution Division (Code 03443) 5801 Tabor Ave, Philadelphia, PA 19120-5000

Marine Corps: US Marine Corps Logistics Base Albany, GA 31704-5000

Coast Guard: Coast Guard Headquarters, COMDT (G-REP) 2100 2nd Street, SW Washington, D.C. 20593-0001
JOINT TACTICS, TECHNIQUES, AND PROCEDURES FOR 
MOVEMENT CONTROL

RECORD OF CHANGES

<table>
<thead>
<tr>
<th>CHANGE NUMBER</th>
<th>COPY NUMBER</th>
<th>DATE OF CHANGE</th>
<th>DATE ENTERED</th>
<th>POSTED BY</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In accordance with the procedures contained in Joint Pub 1-01, change recommendations to this publication will be forwarded to:

Urgent:  TO: CSA WASHINGTON DC//TSM//
          INFO: JOINT STAFF WASHINGTON DC//J7//

Routine: Director for Operational Plans and Interoperability (J-7)
          7000 Joint Staff Pentagon
          Washington, D.C.  20318-7000
# LIST OF EFFECTIVE PAGES

The following is a list of effective pages. Use this list to verify the currency and completeness of your document. An "O" indicates a page in the original document.

<table>
<thead>
<tr>
<th>PAGE</th>
<th>CHANGE</th>
<th>PAGE</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>i thru vi</td>
<td>O</td>
<td>A-1 thru A-4</td>
<td>O</td>
</tr>
<tr>
<td>I-1 thru I-8</td>
<td>O</td>
<td>B-1 thru B-2</td>
<td>O</td>
</tr>
<tr>
<td>II-1 thru II-8</td>
<td>O</td>
<td>C-1 thru C-4</td>
<td>O</td>
</tr>
<tr>
<td>III-1 thru III-10</td>
<td>O</td>
<td>GL-1 thru GL-8</td>
<td>O</td>
</tr>
</tbody>
</table>

Deleted pages: None.
1. Purpose. This publication sets forth doctrine and selected tactics, techniques, and procedures to govern the joint activities of the Armed Forces of the United States. It provides military guidance for the exercise of authority by combatant commanders and prescribes doctrine and selected tactics, techniques, and procedures for joint operations. It provides military guidance for use by the Armed Forces in preparing their appropriate plans.

2. Application

a. Doctrine and guidance established in this publication apply to the commanders of combatant commands, subordinate unified commands, JTFs, 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. In applying the doctrine set forth in this publication, care must be taken to distinguish between distinct but related responsibilities in the two channels of authority to forces assigned to combatant commands. The Military Departments and Services recruit, organize, train, equip, and provide forces for assignment to the combatant commands and administer and support these forces. Commanders of the unified commands exercise Combatant Command (command authority) over these assigned forces. Service component commanders are responsible both to joint force commanders in the operational chain of command and to the Military Departments and Services in the chain of command for matters that the joint force commander has not been assigned authority.

c. This publication is authoritative but not directive. Commanders will exercise judgement in applying the procedures herein to accomplish their missions. This doctrine should be followed, except when, in the judgement 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 activities of joint forces unless the Chairman of the Joint Chiefs of Staff, normally in consultation with other members of the Joint Chiefs of Staff, has provided mor
current and specific guidance.

3. Scope. The JTTP in this publication covers the integration, management, and utilization of common-user air, sea, and land transportation. Its focus is at the supported combatant command level.
# JOINT TACTICS, TECHNIQUES, AND PROCEDURES
## FOR MOVEMENT CONTROL

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>I-1</td>
</tr>
<tr>
<td>MOVEMENT CONTROL OVERVIEW</td>
<td>I-1</td>
</tr>
<tr>
<td>Purpose</td>
<td>I-1</td>
</tr>
<tr>
<td>Introduction</td>
<td>I-1</td>
</tr>
<tr>
<td>Theater Logistic Concept</td>
<td>I-3</td>
</tr>
<tr>
<td>Movement Control</td>
<td>I-3</td>
</tr>
<tr>
<td>Concept of Movement Control</td>
<td>I-4</td>
</tr>
<tr>
<td>Principles of Movement Control</td>
<td>I-4</td>
</tr>
<tr>
<td>Functions of Joint Movement Control</td>
<td>I-6</td>
</tr>
<tr>
<td>II</td>
<td>II-1</td>
</tr>
<tr>
<td>STRATEGIC MOVEMENT CONTROL</td>
<td>II-1</td>
</tr>
<tr>
<td>Purpose</td>
<td>II-1</td>
</tr>
<tr>
<td>Defense Transportation System</td>
<td>II-1</td>
</tr>
<tr>
<td>Joint Operation Planning and Execution System</td>
<td>II-1</td>
</tr>
<tr>
<td>Global Transportation Network</td>
<td>II-1</td>
</tr>
<tr>
<td>Strategic Movement Control Process</td>
<td>II-2</td>
</tr>
<tr>
<td>Responsibilities of USTRANSCOM</td>
<td>II-5</td>
</tr>
<tr>
<td>Responsibilities of a Supporting Theater Combatant Commander</td>
<td>II-6</td>
</tr>
<tr>
<td>Responsibilities of the Supported Theater Combatant Commander</td>
<td>II-6</td>
</tr>
<tr>
<td>Strategic and Theater Interface</td>
<td>II-6</td>
</tr>
<tr>
<td>III</td>
<td>III-1</td>
</tr>
<tr>
<td>THEATER MOVEMENT CONTROL SYSTEM</td>
<td>III-1</td>
</tr>
<tr>
<td>Introduction</td>
<td>III-1</td>
</tr>
<tr>
<td>Theater Movement Control Organization</td>
<td>III-1</td>
</tr>
<tr>
<td>Theater Movement Control System</td>
<td>III-3</td>
</tr>
<tr>
<td>Transportation Request Process</td>
<td>III-5</td>
</tr>
<tr>
<td>Component Movement Capabilities and Organization</td>
<td>III-6</td>
</tr>
<tr>
<td>Other Theater Movement Control Considerations</td>
<td>III-9</td>
</tr>
</tbody>
</table>

## APPENDIX

| A | Joint Movement Center Organization | A-1 |
| B | Joint and Service Publication References | B-1 |
| C | Users Evaluation Report | C-1 |
Glossary

Part I--Abbreviations and Acronyms ........... GL-1
Part II--Terms and Definitions ............... GL-3

FIGURE

I-1 Deployment Phases ..................... I-2
II-1 The Strategic Transportation Flow .... II-2
II-2 Command Relationships ................. II-8
III-1 Suggested JMC Organization .......... III-3
CHAPTER I

MOVEMENT CONTROL OVERVIEW

1. Purpose. This chapter contains an overview of joint movement control. It establishes how important a well-defined, integrated transportation system is to successful tactical 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 also 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 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.

   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-1 shows this process, using 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). 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 theater 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 USCINTRANS, 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 theater combatant commanders have directive authority over logistics within their AOR. This authority ensures the effective execution of operation plans. Theater combatant commanders are also responsible for tailoring their logistic operations to provide an economy of force by eliminating unnecessary duplications among the Service components. Supporting commands, Services, and Defense agencies must source and support the movement of logistic requirements to meet the theater combatant commander’s strategic and operational objectives.

b. Theater 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 theater 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, the theater combatant commander should plan for contingencies that would require a different arrangement.

(1) Dominant User Concept. The theater combatant commander assigns the Service component which is the principle consumer responsibility for providing or coordinating logistic support to the other Services components in the theater or designated area.

(2) Most-Capable-Service Concept. The theater 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 theater 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 theater combatant commander should task organize the movement control functions commensurate with the mission, size, and geography of the area of operations.

b. Command Authority and Organization. Normally, the theater combatant commander (1) delegates OPCON of the various parts of the transportation system to the most-capable-Service components and (2) monitors the entire operation and retains the authority to set priorities and apportion resources. To exercise this authority, 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. 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 form the foundation for management of all transportation operations. They are centralized control and decentralized execution, fluid and flexible movements, regulated movements, maximized use of delivery capability, and forward support.

a. Centralized Control and Decentralized Execution. USCINTRANS and the theater combatant commander control movement planning and resource allocation. Using the most-capable-Service concept, the theater 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 theater 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.

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 LOCs 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 theater combatant commander may decide to hold certain transportation modes in reserve. The following considerations apply:

(1) The expeditious movement of cargo to meet the combatant commander’s requirements may be more important than maximizing carrying capacity.

(2) Terminal congestion may preclude the use of a given mode.

(3) Delays during off-loading cause a lost transport capability.

(4) 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 include planning, apportioning, allocating, deconflicting and validating priorities, coordinating movements, and maintaining or updating in-transit visibility systems.

a. Planning. Planning begins when either the theater 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 (NCA) assign a task to a theater 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 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 which would allow quick adaption of a deliberate Operations Plan (OPLAN) under the crisis action planning procedures.

b. Apportioning. Apportioning distributes the common-user transport capability among the transportation tasks. Apportioning is a very important decisionmaking process. It is difficult to apportion assets in a saturated system. Saturated systems exist when demands exceed capabilities. During the JOPES deliberate planning process, CJCS apportions strategic mobility and theater assets in the JSCP. The theater combatant commander may further apportion their total capability among Service components or subordinate JFCs for deliberate planning purposes. Apportionment is expressed in percentages.

c. Allocating. Allocating is the actual matching of apportioned assets to operational requirements by the CJCS during crisis planning or actual execution. CJCS transmits the allocation decision by execution order to USCINTRANS for strategic lift assets and the combatant commander for theater assets. Normally, USCINTRANS and the theater combatant commander refine their execution planning based on the CJCS resource allocation and pass this allocation decision to their components. The component allocating agency expresses the 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 USCINTRANS 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 USCINTRANS 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 USCINTRANS or a combatant command transportation controller for movement must be validated by authorities within the requesting units chain of command. The validation confirms the need for the movement, shipment configuration, dimensions, and routing. This assures that all parties including the chain of command are cognizant of the requirement.

f. Coordinating

(1) Special Moves. Special moves involve the movement of special weapons or large formations within CONUS or a theater. Special moves are often politically sensitive and can adversely impact other operations. USCINTRANS and the theater combatant commander may choose to retain movement control of special moves.

(2) Combined Operation Moves. In almost all cases, strategic movement will require integration with the movement organizations and capabilities of friends and allies of international military organizations. Specific considerations include:

(a) Inland Surface Lines of Communication. When operating in overseas theaters, use must be made of available highways, railroads, and canals to move units and resupply forward. The theater combatant commander must integrate his operation with the host government’s own requirements. In the event there is not an operating host government, the theater combatant commander is responsible for integrating both assigned forces’ requirements with any civilian population requirements.

(b) 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 theater combatant commander. The theater combatant commander identifies transportation requirements and monitors their consideration during negotiations.

(c) Support from Other Nations. Under certain arrangements, the United States obtains strategic lift support assets from other nations.

(d) 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.

(e) 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 intra-theater lift.

(f) Combined 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 theater combatant commander to monitor and change deployment priorities.
CHAPTER II

STRATEGIC MOVEMENT CONTROL

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 controlled by the Department of Defense. It entails both organic common-user military and contracted commercial assets, services, and systems. Joint Pub 4-01, "Defense Transportation System," contains more information on DTS.

3. Joint Operation Planning and Execution System. JOPES is an integrated C2 system. It provides information to senior decisionmakers concerning joint plans and operations. Decisionmakers use JOPES to plan, execute, and monitor mobilization, deployment, employment, and sustainment 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 WWMCCS. Joint Pubs 5-03.1 through 5-03.3 contain detailed descriptions of the joint planning and execution processes. The Joint Training Manual, MCM 59-91, contains detailed JOPES information for all CJCS and combatant command sponsored exercises.

4. Global Transportation Network. GTN is a DTS automated system for managing cargo and passengers movements. GTN, when fully fielded, will provide an integrated database which accept input from automated data processing systems used by the Services, Defense agencies, and USTRANSCOM. GTN will provide USTRANSCOM the ability to maintain in-transit visibility 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,
5. Strategic Movement Control Process. The strategic movement control process covers moves planned under both the deliberate and crisis action planning process.

Figure II-1. Developing Transportation Requirements in JOPES Deliberate 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 theater 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.

(1) Theater 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 (JPEC) ensure the plans are executable and meet the requirements of the CINC’s concept of operations. Appendix 4, Annex D, of the appropriate OPLAN should contain the combatant commander’s movement control procedures. Joint Pub 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," specify the policies, procedures, and formats to be used across the spectrum of deployment, employment, mobilization, and sustainment activities associated with OPLAN development.

(2) 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 OPORDS when using an approved TPFDD in crisis action planning.

(3) 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 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 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
theater 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 transportation asset availability through an accurate TPFDD is also critical to optimization of strategic mobility resources and to keep the chain of command appraised 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. USCINTRANS 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.

(1) 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 some visibility). Convoy movements are coordinated with USTRANSCOM to ensure correct arrival times at the assigned ports.

(2) Military Traffic Management Command (MTMC) 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.

(3) Air Mobility Command (AMC) is responsible for providing all strategic air movements. Users submit requests for airlift through their Service or combat command air clearance authority to AMC. Special assignment airlift mission (SAAM) movements are handled through AMC and the requesting Service or command.

(4) 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. 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 (CRAF) stages. Also, at the earliest practical point during large-scale sustainment operations, USTRANSCOM, the theater 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. 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. 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 SPOE or APOE. MTMC recommends 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 common-user CONUS ocean terminals and some SPODs in overseas 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 Theater Combatant Commander. Certain situations may require that a theater combatant commander support another combatant commander. This support may range from the deployment of forces, en route basing activities, to the provision of sustainment. Regardless of the mission, the supporting theater 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 assure compliance with the supported theater 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 Theater Combatant Commander

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

b. The supported theater combatant commander establishes a theater movement control organization that has a communications link with the strategic movement system. He also establishes port of debarkation support activities. These include the A/DACG, PSA or POG, and movement control activities. They 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.

(1) To coordinate airlift, theater combatant commanders will be offered augmentation forces to help support the C2 of theater assigned airlift. AMC can provide a variety of augmentation packages that the supported combatant command can chose from. Augmenters can work within the Air Mobility Element (AME) of the Air Force component commander’s Air Operations Center (AOC). If a Joint Movement Center is established, the theater 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 AME and the JMC’s AMB is required.

(2) MTMC operates overseas ocean terminals based on agreements negotiated with USTRANSCOM, the theater 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.

(3) MSC usually establishes Military Sealift Command Offices (MSCO) at theater port facilities, as directed by USCINTRANS. Each MSCO is responsible for coordinating the arrival, loading or discharge, and departure of vessels under the OPCON of MSC.
Figure II-2. Command Relationships
CHAPTER III
THEATER MOVEMENT CONTROL SYSTEM

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 ports of debarkation (POD) must integrate with movements to sustain operations. It presents a suggested organization and identifies procedures available to theater 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 theater 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 the theater combatant commander establishes a JMC, 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 between the combatant commander and 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 apportionment decisions and acts on emergency transportation
requests. When there is no theater JTB, the JMC is the primary advisor to the theater combatant commander in the apportionment process. The JMC identifies the variance 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.

(1) 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 theater 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.) Advisory members from functional areas that impact movement planning and execution augment the JMC, as needed. Figure III-1 shows a suggested organization.

(2) Manning. The theater 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 theater 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. Theater commanders should ensure reserve augmentation forces are properly sequenced in either and exercise or actual TPFDD. Finally, the combatant commander may coordinate through USCIN CACOM and USCINCTRANS on the creation of a JMC force deployment option package that could be easily inserted into an OPLAN. Likewise, if this JMC augmentation package is established, it must be provided the opportunity to train with the combatant commander’s and Service components’ staffs.

b. Theater Joint Transportation Board. The theater combatant commander may establish a theater JTB to review and deconflict policies, priorities, and apportionments beyond the authority of a JMC. This JTB consists of representatives from the Service components, movement control agencies, and the combatant command J3, J4, and J5. The combatant commander determines who should chair the theater JTB, normally this would be the J4. If the theater JTB is unable to support the CINC’s concept of operations with assigned

III-2
assets, requests should be initiated to CJCS for additional transportation assets. The Joint Staff would likewise 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.

   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

   SUGGESTED JMC ORGANIZATION

   COMBATANT OR JTF COMMANDER

   ADMIN SEC

   CHIEF JMC

   LIAISON

   HOST NATION

   PLANS AND PROGRAMS DIVISION

   OPERATIONS DIVISION

   AIRLIFT MOVEMENTS BRANCH

   SEALIFT MOVEMENTS BRANCH

   INLAND SURFACE MOVEMENTS BRANCH

Figure III-1. Suggested JMC Organization

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 apportionments developed in consultation with the component commanders.

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

c. Allocating. Allocating is the assignment of specific transportation resources against specific movement missions. If a JMC is not established, the theater combatant commander usually delegates the allocation process to the Service components. Components normally express 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 be able to coordinate with a Joint Rear Area Coordinator (JRA), if a JRA 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 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 theater 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 (APOD)/seaports of debarkation (SPOD) and movements to intermediate staging area or to final tactical assembly areas).

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

(1) 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.

(2) 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 his capability, he sends the validated request to the next higher level for action. To ensure the capability to expedite transportation movement requests, validating authorities should have access to dedicated communication facilities. In any event, the theater combatant commander should provide for the simultaneous validation of emergency and routine requests.

b. Surface, Sealift, and Inland Waterway Transportation Requests. The theater combatant commander usually delegates execution of this portion of the movement plan to the Army component commander. However, specific responsibilities may vary in theaters where both Army and Marine Corps forces exist in large numbers. For example, it is normal to delegate the responsibility for coordinating main supply route traffic to the component that has primary use of the route.
The Army establishes transportation movement. Movement Control Centers (MCC) and/or Movement Control Teams (MCT) in command 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 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 AOR. They also advise users and serve as an interface with local HN operators.

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

c. Airlift Request Process

(1) 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 DIRMOBFOR. The JMC sends the requests using standard message format through the Joint Interoperability of Tactical Command and Control Systems (JINTACCS). Joint Pub 6-04.10, "US Message Text Formatting Program, Description of US Message Text Formatting Program," contains more information on message text formatting.

(2) There are two basic types of airlift request (see Joint Pub 4-01.1, "JTTP for Airlift Operations," for details of the airlift request process):

(a) Preplanned airlift requests are forecasted resupply and movement requirements.

(b) Immediate airlift requests are unanticipated, high priority requirements.

5. Component Movement Capabilities and Organization. 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 following paragraphs describe the transportation and movement control capabilities of each Service 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 (MCC), and Division Transportation Office (DTO). Field Manual (FM) 55-10, "Movement Control in a Theater of Operations," contains additional information on Army movement control in a theater of operations.

(1) 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 throughput shipments in the theater to the final destination. TAMCA selects and controls theater main supply routes.

(a) 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.

(b) Movement Regulating Teams. The Army component establishes movement regulating teams to monitor and control traffic on theater Army and corps road networks.

(2) MCC. The Army component will normally establish a MCC to manage movements and transportation assets within a corps area of AOR. It positions movement control elements throughout the corps AOR to provide support.

(3) DTO. Each Army division has an organic DTO. The DTO is responsible for movement control within the division.

(4) LOTS Operations. LOTS provides the theater 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 JLOTS operations.

b. Air Force Component. The Air Force component provides theater common-user airlift. The theater combatant commander exercises COCOM over all theater-assigned and OPCON of attached airlift forces through the Air Force Component
Commander (AFCC), who exercises OPCON through the component airlift staff.

(1) Director of Mobility Forces. The DIRMOBFOR manages theater airlift for validated requests. The theater combatant commander establishes the theater transportation priorities. The cargo and personnel with the highest theater transportation priority move first.

(2) Air Mobility Element. The AME is subordinate to the DIRMOBFOR. It executes validated, prioritized airlift requests with theater-assigned airlift assets. The AME monitors USTRANSCOM strategic airlift assets operating in theater. However, the AME cannot commit strategic airlift because it is a theater-level organization.

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. NCHB and NAVCHAPGRU are Navy component organizations that conduct limited common-user port operations. The Navy component performs its movement control operations through the NCC, ALSS, 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 MAGTF staffs. SMO can coordinate USMC movement requirements with the theater 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 forces are afloat and part of an amphibious force, the command relationships established between the Commander Amphibious Task Force (CATF) and the Commander Landing Force (CLF) would take precedence.
6. Other Theater Movement Control Considerations. The theater combatant command movement control plan must also consider medical evacuation, retrograde, enemy prisoners of war (EPW), refugee, humanitarian missions, and other HN requirements.

a. Medical Evacuation System. Medical elements such as the Joint Medical Regulating Office (JMRO) or Aeromedical Evacuation Control Center (AECC) may collocate with or have direct access to movement control organizations. They ensure movement control personnel consider all modes of transport for evacuating sick, injured, and wounded personnel. They send requests for CONUS patient evacuation to the Armed Services Medical Regulating Office (ASMRO). The ASMRO 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 and 4-02.1 contain additional information on the JMRO and ASMRO.

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 EPW. The theater combatant commander should consider evacuation of 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," contain 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.
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

(1) Provides administrative support to the JMC, including physical security and classified document control.

(2) Coordinates communication requirements, including dedicated lines as required.

b. Plans and Programs Division

(1) Develops, coordinates, publishes, and distributes the movement plan that apportions the available intratheater common-user transportation assets according to the theater combatant commander’s priorities.

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

(3) Provides transportation support requirements, including requests and material handling or container handling equipment (MHE/CHE), to supporting CINCs and HN agencies.

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

(5) Develops standards and procedures for the collection and presentation of statistical data necessary to perform movement control, including forecasts of long-term movement requirements.
(6) Prepares augmentation plans to facilitate the expansion of the JMC when required.

(7) 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.

(8) 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 theater combatant commander’s priorities. The following are the three Operations Division branches.

(1) Airlift Movement Branch

(a) Receives and validates airlift requests from Service components. Coordinates with the AME’s DIRMOBFOR for the theater airlift schedule, or routes to other modes of transportation if theater common-user airlift cannot meet the requirement.

(b) Monitors theater airlift requirements and capabilities.

(c) Monitors the operation of aerial ports and other airfields to determine capabilities and limitations.

(d) Reviews and validates regularly scheduled airlift channel missions to determine adequacy of support.

(e) 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.

(f) Coordinates aeromedical evacuation missions.

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

(h) Notifies the Chief, Operations Division, when forecasted airlift requirements exceed the airlift capability.
(2) Sealift Movement Branch

(a) 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 (ULN) arrives at the SPOD is entered into the JOPES data base.

(b) Represents the JFC in international bodies regulating the priority of ship arrivals and their destinations.

(c) 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.

(d) Monitors and determines requirements for changes to scheduled sealift routes or channels.

(e) Monitors joint container control activities within ports.

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

(g) Maintains data on the entire sealift oriented transportation infrastructure.

(h) Notifies the Chief, Operations Division, when forecasted sealift requirements exceed the sealift capability.

(3) Inland Transportation Branch

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

(b) Monitors the movement of forces using rail, highway, or inland waterway assets.

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

(e) 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 theater combatant commander’s or JTF staff is essential.

(f) Notifies the Chief, Operations Division, when forecasted land transportation requirements exceed the land capabilities.

(g) Monitors inland container management program.

(h) Monitors effectiveness of negotiation and award of tenders to commercial carriers.

(i) Develops policy and procedures of theater commercial surface transportation.

(j) Monitors border crossings, port clearance and inland waterway activities.

(k) Validates and/or coordinates requests for HN inland surface movement support.
Joint Pub 4-01.3

APPENDIX B

JOINT AND SERVICE PUBLICATION REFERENCES

1. DOD Directives
   a. DOD Directive 5100.1, "Functions of the Department of Defense and Its Major Components."

2. Joint Publications
   b. Joint Pub 1-02, "Dictionary of Military and Associated Terms."
   c. Joint Pub 3-0, "Doctrine for Joint Operations."
   d. Joint Pub 4-0, "Doctrine for Logistic Support of Joint Operations."
   e. Joint Pub 4-01, "Joint Doctrine for the Defense Transportation System."
   f. Joint Pub 4-01.1, "Airlift Support to Joint Operations." (Draft)
   g. Joint Pub 4-01.2, "Joint Tactics, Techniques, and Procedures for Sealift Support to Joint Operations." (Draft)
   h. Joint Pub 4-01.5, "Joint Tactics, Techniques, and Procedures for Water Terminal Operations."
   i. Joint Pub 4-01.6, "Joint Tactics, Techniques, and Procedures for Joint Logistics Over the Shore (JLOTS)."
   j. Joint Test Pub 4-02, "Doctrine for Health Service Support in Joint Operations." (Draft)
   k. Joint Test Pub 5-0, "Doctrine for Planning Joint Operations."
3. Army Publications
   b. FM 55-10, "Movement Control in a Theater of Operations."
   c. FM 55-65, "Strategic Deployment by Surface Transportation."
   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
   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
USERS EVALUATION REPORT
ON JOINT PUB 4-01.3

1. Users in the field are highly encouraged to submit comments on this pub. Please fill out the following: Users’ POC, unit address, and phone (DSN) number.

2. Content
   a. Does the pub provide a conceptual framework for the topic?

   b. Is the information provided accurate? What needs to be updated?

   c. Is the information provided useful? If not, how can it be improved?

   d. Is this pub consistent with other joint pubs?

   e. Can this pub be better organized for the best understanding of the doctrine and/or JTTP? How?

3. Writing and Appearance
   a. Where does the pub need some revision to make the writing clear and concise? What words would you use?

   b. Are the charts and figures clear and understandable? How would you revise them?

4. Recommended urgent change(s) (if any).

5. Other

6. Please fold and mail comments to the Joint Doctrine Center (additional pages may be attached if desired) or FAX to DSN 564-3990 or COMM (804) 444-3990.
APPENDIX C
USERS EVALUATION REPORT
ON JOINT PUB 4-01.3

1. Users in the field are highly encouraged to submit comments on this pub. Please fill out the following: Users’ POC, unit address, and phone (DSN) number.

2. Content
   a. Does the pub provide a conceptual framework for the topic? ____________________________

   b. Is the information provided accurate? What needs to be updated? ____________________________

   c. Is the information provided useful? If not, how can it be improved? ____________________________

   d. Is this pub consistent with other joint pubs? ____________________________

   e. Can this pub be better organized for the best understanding of the doctrine and/or JTTP? How? ____________________________

3. Writing and Appearance
   a. Where does the pub need some revision to make the writing clear and concise? What words would you use? ____________________________

   b. Are the charts and figures clear and understandable? How would you revise them? ____________________________

4. Recommended urgent change(s) (if any). ____________________________

5. Other ____________________________

6. Please fold and mail comments to the Joint Doctrine Center (additional pages may be attached if desired) or FAX to DSN 564-3990 or COMM (804) 444-3990.
FROM:

JOINT DOCTRINE CENTER
BLDG R-52
1283 CV TOWWAY STE 100
NORFOLK VA 23511-2491
### Glossary

#### Part I - Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/DACG</td>
<td>Arrival/Departure Airfield Control Group</td>
</tr>
<tr>
<td>AECC</td>
<td>Aeromedical Evacuation Control Center</td>
</tr>
<tr>
<td>AFCC</td>
<td>Air Force Component Commander</td>
</tr>
<tr>
<td>ALCC</td>
<td>Airlift Control Center</td>
</tr>
<tr>
<td>ALSS</td>
<td>naval advanced logistic support site</td>
</tr>
<tr>
<td>AMB</td>
<td>air mobility branch</td>
</tr>
<tr>
<td>AMC</td>
<td>Air Mobility Command</td>
</tr>
<tr>
<td>AME</td>
<td>air mobility element</td>
</tr>
<tr>
<td>AOC</td>
<td>Air Operations Center</td>
</tr>
<tr>
<td>AOR</td>
<td>area of responsibility</td>
</tr>
<tr>
<td>APOD</td>
<td>aerial port of debarkation</td>
</tr>
<tr>
<td>APOE</td>
<td>aerial port of embarkation</td>
</tr>
<tr>
<td>ASMRO</td>
<td>Armed Services Medical Regulating Office</td>
</tr>
<tr>
<td>C2</td>
<td>command and control</td>
</tr>
<tr>
<td>CHE</td>
<td>container handling equipment</td>
</tr>
<tr>
<td>CLF</td>
<td>Commander Landing Force</td>
</tr>
<tr>
<td>COCOM</td>
<td>combatant command (command authority)</td>
</tr>
<tr>
<td>CONUS</td>
<td>continental United States</td>
</tr>
<tr>
<td>CRAF</td>
<td>Civil Reserve Air Fleet</td>
</tr>
<tr>
<td>DIRMOBFOR</td>
<td>Director Mobility Forces</td>
</tr>
<tr>
<td>DTO</td>
<td>division transportation office</td>
</tr>
<tr>
<td>DTS</td>
<td>Defense Transportation System</td>
</tr>
<tr>
<td>EPW</td>
<td>enemy prisoner of war</td>
</tr>
<tr>
<td>FLS</td>
<td>naval forward logistic site</td>
</tr>
<tr>
<td>FMCC</td>
<td>Force Movement Control Center</td>
</tr>
<tr>
<td>GTN</td>
<td>Global Transportation Network</td>
</tr>
<tr>
<td>HN</td>
<td>host nation</td>
</tr>
<tr>
<td>HNS</td>
<td>host-nation support</td>
</tr>
<tr>
<td>ITV</td>
<td>in-transit visibility</td>
</tr>
<tr>
<td>JFC</td>
<td>joint force commander</td>
</tr>
<tr>
<td>JINTACCS</td>
<td>Joint Interoperability of Tactical Command and Control Systems</td>
</tr>
<tr>
<td>JLOTS</td>
<td>joint logistics-over-the-shore</td>
</tr>
<tr>
<td>JMC</td>
<td>Joint Movement Center</td>
</tr>
<tr>
<td>JMRO</td>
<td>Joint Medical Regulating Office</td>
</tr>
<tr>
<td>JOPECS</td>
<td>Joint Operation Planning and Execution System</td>
</tr>
<tr>
<td>JPEC</td>
<td>joint planning and execution community</td>
</tr>
</tbody>
</table>
JRA  joint rear area
JSCP  Joint Strategic Capabilities Plan
JTB  Joint Transportation Board
JTF  joint task force
JTTP  joint tactics, techniques, and procedures

LOC(s)  line(s) of communications
LOTS  logistics-over-the-shore

MAGTF  Marine Air-Ground Task Force
MCC  Movement Control Center
MHE  materiel handling equipment
MSC  Military Sealift Command
MSCO  Military Sealift Command Office
MTMC  Military Traffic Management Command

NAVCHAPGRU  Navy Cargo Handling and Port Group
NCA  National Command Authorities
NCC  Navy component command
NCHB  Navy cargo handling battalion

OPCON  operational command
OPORD  operation order
OPLAN  operation plan in complete format

POD  port of debarkation
POE  port of embarkation
POG  port operations group
PSA  port support activities

SAAM  space available airlift mission
SMO  Strategic Mobility Office
SPOD  seaport of debarkation
SPOE  seaport of embarkation

TAMCA  Theater Army Movement Control Agency
TCC  Transportation Component Command
TMO  transportation movement office
TPFDD  Time-Phased Force and Deployment Data

ULN  unit line number
USACOM  United States Atlantic Command
USCINCTRANS  Commander in Chief, United States
           Transportation Command
USTRANSCOM  United States Transportation Command

WWMCCS  Worldwide Military Command and Control System
GLOSSARY

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 air operations center that executes validated, prioritized airlift requests with theater-assigned airlift assets. The AME monitors USTRANSCOM strategic airlift assets operating in theater. However, the AME cannot commit strategic airlift since it is a theater-level organization. Also called AME.

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 operational command. (Joint Pub 1-02)

apportionment. The determination and assignment of the total expected effort by percentage and/or by priority that should be devoted to the various air operations and/or geographic areas for a given period of time. (Joint Pub 1-02)

area of responsibility. 1. A defined area of land in which responsibility is specifically assigned to the commander of the area for the development and maintenance of installations, control of movement, and the conduct of tactical operations involving troops under his control along with parallel authority to exercise these functions. 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. (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. (Approved for inclusion in the next edition of Joint Pub 1-02)

host nation. A nation which receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, or 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, times of crisis/emergencies, or war based upon agreements mutually concluded between nations. (Joint Pub 1-02)

in-transit visibility. The capability provided to a theater combatant commander to have visibility of units, personnel, and cargo while in-transit through the Defense Transportation System. (Approved for inclusion in the next edition of 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 consultation with other members of the Joint Chiefs of 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. Commonly referred to as NCA. (Joint Pub 1-02)

naval advanced logistic support site. An overseas location used as the primary trans-shipment point in the theater of operations for logistic support. A naval advanced logistic support site possess full capabilities for storage, consolidation, and transfer of supplies in 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. (Joint Pub 1-02)

naval forward logistic site. An overseas location, with port and airfield facilities nearby, which provides logistic support to forces within the theater of operations during major contingency and wartime periods. A naval forward logistic site may be located in close support proximity to main battle areas to permit forward staging of services, throughput of high priority cargo, advanced maintenance, and battle damage repair. Naval forward logistic sites are linked to in-theater naval advanced logistic support sites by intratheater airlift and sealift, but may also serve as transshipment points for intertheater movement of high-priority cargo into areas of direct combat. In providing fleet logistic support, naval forward logistic site capabilities may range from very austere to near that of an advanced logistic support site. (Joint Pub 1-02)
operational control. Transferable command authority which may be exercised by commanders at any echelon at or below the level of command. Operational control is inherent in Combatant Command (command authority) 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 the Service 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 and that is established and so designated by the President through the Secretary of Defense with the advice and assistance of the Joint Chiefs of Staff. It normally is composed of forces from but one Service. See also combatant command; unified command. (Joint Pub 1-02)

time-phased force and deployment data. The JOPES 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. This term and definition is provided for information and is proposed for inclusion in the next edition of Joint Pub 1-02 by Joint Pub 5-0)
Transportation Component Command. The three component commands of USTRANSCOM: The Air Force’s Air Mobility Command, Navy Military Sealift Command, and Army’s 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 Services, and which is established and so designated by the President, through the Secretary of Defense with the advice and assistance 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)

* This term and definition are applicable only in the context of this pub and cannot be referenced outside of this publication.
(INTENTIONALLY BLANK)