

## Chapter 2

# Roles and Responsibilities

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### INTRODUCTION

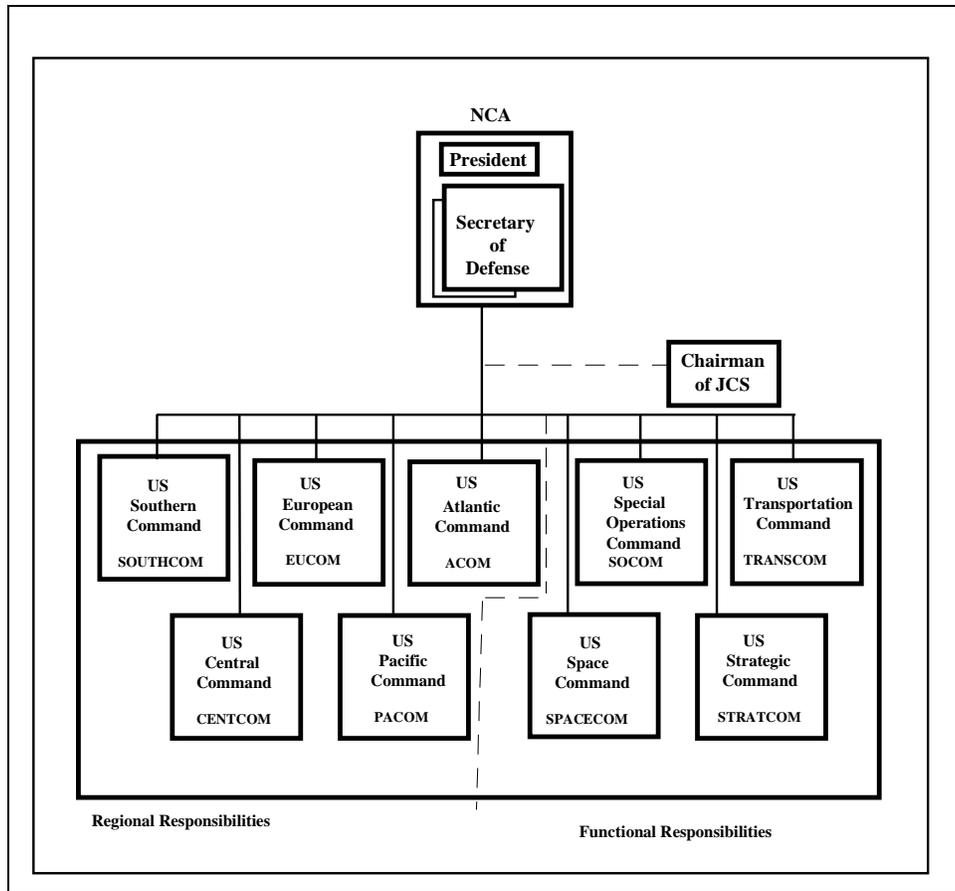
2-1. This chapter identifies the roles and responsibilities for the execution of transportation functions within DOD. The US military executes these functions under the umbrella of the DTS. This chapter also contains a discussion of non-DOD organizations that support the DTS when required.

2-2. To add to the DOD organic capability, many organizations provide transportation support to the Armed Forces of the US. These organizations include federal, state, and local agencies; the private sector within the US under contract agreements; foreign governments under HNS arrangements; and contracted foreign private industry.

### DEPARTMENT OF DEFENSE

2-3. At the apex of the DTS is DOD. DOD includes the Office of the Secretary of Defense, the Joint Chiefs of Staff, the Joint Staff, Defense agencies, DOD field activities, military departments and military services within those departments, combatant commands, and other organizations and activities that may be established or designated by law, the President, or the Secretary of Defense. The combatant commands have regional or functional responsibilities. Figure 2-1, page 2-1, shows the combatant command organization. USACOM, in addition to its regional responsibilities, is responsible for joint training, readiness of CONUS based forces for deployment, and force packaging in support of other regional combatant commanders. USTRANSCOM has the functional, global responsibility for transportation.

2-4. Within DOD, the SECDEF is responsible for planning and executing transportation operations. This responsibility includes operating the DTS. The Deputy Undersecretary of Defense (Logistics) executes transportation operations for the SECDEF. The Undersecretary accomplishes this responsibility by publishing DOD directives, memorandums, instructions, and regulations, and by sponsoring the development of multiservice transportation regulations. AR 55-355/NAVSUPINST 4600.70/AFR 75-2/MCO P460.14B/DLAR 4500.3, a multiservice regulation, provides procedures that govern DTS actions. Joint Pub 4-01 covers the interface requirements between the Services and the DTS.



**Figure 2-1. Combatant Command Organization**

**THE JOINT CHIEFS OF STAFF**

2-5. The JCS consists of the Chairman, the Vice Chairman, the Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, and the Commandant of the Marine Corps. The President and the SECDEF make up the NCA.

2-6. The Goldwater-Nichols DOD Reorganization Act of 1986 reinforced the operational chain of command. The command line runs from the President to the SECDEF to the combatant commanders. It also established the CJCS as the principal military advisor to the NCA and NSC. All communications between the NCA and the combatant CINCs pass through the CJCS unless otherwise directed by the NCA. However, all JCS members are individually, by law, military advisors, and may respond to a request or voluntarily submit advice or opinions to the President, SECDEF, or the NSC. The advice or opinions made by the CJCS or individual members of the JCS may include transportation matters.

### **THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF**

2-7. The CJCS transportation role is primarily strategic in nature. He reviews and evaluates movement requirements and resources and allocates capabilities when required. The CJCS responsibilities includes the following:

- Managing JOPES, which includes establishing procedures for the submission of movement requirements by DOD user components to USTRANSCOM.
- Establishing procedures for USTRANSCOM to evaluate requirements and movement capabilities.
- Assuring procedures are established in coordination with the proper Assistant Secretary of Defense and the Secretaries of the military departments.
- Prescribing a movement priority system that will ensure responsiveness to meet the requirements of the using forces.
- Monitoring the capabilities of USTRANSCOM common-user transportation resources to provide airlift, sealift, CONUS land transportation, and common-user ocean terminal service based upon the requirements of DOD components.
- Assigning movement priorities to support requirements of DOD user components based upon capabilities reported by USTRANSCOM.
- Apportioning and/or allocating strategic lift assets.

### **THE JOINT STAFF**

2-8. The Joint Staff supports the CJCS. Its directorates coordinate specific functional areas, including transportation. The main staff element involved in coordinating transportation matters is the J4. This staff office has the primary responsibility for strategic transportation and for the operation of the JTB.

### **JOINT TRANSPORTATION BOARD**

2-9. The JTB acts for the CJCS by directing or recommending courses of action concerning priorities and allocations for the use of airlift, sealift, and surface transportation capability. The JTB watches the balance between DOD transportation requirements and capabilities through close liaison with the combatant command CINCs. The USCINCTRANS monitors strategic transportation requirements and capabilities for the JTB. The USCINCTRANS also provides transportation based on the movement requirements established by the CJCS, the Chiefs of the Services, and the CINCs. The USCINCTRANS refers problems in the balance between transportation requirements and capabilities to the JTB for resolution. A recommendation usually goes with the referral of the problem.

2-10. The Joint Staff Vice Director for Logistics chairs the JTB. Voting members of the JTB are general/flag rank officers from the Operations, Plans and Policy, and Plans and Interoperability Directorates of the Joint Staff and the Service logistics/transportation staffs. USTRANSCOM provides permanent nonvoting representatives to inform and advise the JTB.

## THE COMBATANT COMMAND STRUCTURE

### GUIDE TO TERMINOLOGY

The terms “unified command,” “specified command,” and “combatant command” refer to commands established by the President as combatant commands under Title 10, United States Code, section 161. The acronym “CINC,” which means commander in chief, refers to the commander of a combatant command.

Addition of the word “geographic” to a CINC or commander describes a combatant commander of a unified command that includes a general geographic area of responsibility. Similarly, adding the word “functional” to CINC or commander, describes a combatant commander of a unified command with functional responsibilities.

The term “joint force commander” is used in a generic sense to refer to the commander of a combatant command, subordinate unified command, or a joint task force.

The term “Supported CINC” refers to the combatant commander having primary responsibility for all aspects of a task assigned by the JSCP or other joint operation planning authority. The “Supporting CINC,” on the other hand, provides augmentation forces or other support to a designated supported commander or commanders.

2-11. The combatant commands are the unified and specified commands established by the President, through the Secretary of Defense with the advice and assistance of the Chairman, Joint Chiefs of Staff. A unified command is a command with a broad continuing mission under a single commander and is composed of significant assigned components of two or more Services. A specified command is a command that has a broad continuing mission and is composed of forces from but one Service. (There are no specified commands at this time.)

2-12. Combatant commanders exercise COCOM (command authority) over assigned forces and are directly responsible to the NCA for the performance of assigned missions and the preparedness of their commands. COCOM is vested only in the commanders of combatant commands and cannot be delegated or transferred. It is the authority of a combatant commander to perform those functions of command involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command.

2-13. In the area of logistics, combatant commanders may exercise directive authority. The exercise of directive authority for logistics includes the authority to issue directives to subordinate commanders necessary to ensure the following: effective execution of approved operation plans, effectiveness and economy of operation, and prevention or elimination of unnecessary duplication of facilities and overlapping of functions among the Service component commands.

2-14. Under crisis action, wartime conditions or where critical situations make diversion of the normal logistic process necessary, the logistic and administrative authority of combatant commanders enable them to use all facilities and supplies of all forces assigned to their commands as necessary for the accomplishment of their missions.

2-15. Commanders of unified commands may establish subordinate unified commands when so authorized by the Secretary of Defense through the Chairman of the Joint Chiefs of Staff. Combatant commanders may also establish joint task forces to execute specific missions.

#### **SUPPORTED COMBATANT COMMANDER**

2-16. The NCA allocates forces to supported CINCs to meet assigned missions. These forces include transportation organizations. During peacetime operations, CINCs follow the procedures contained in Joint Pub 4-01 and AR 55-355/NAVSUPINST 4600.70/AFR 75-2/MCO P460.14B/DLAR 4500.3 to use DTS assets. When the CINC executes a force projection or reinforcement mission, he has the following transportation responsibilities:

- Exercising combatant command authority over assigned forces.
- Exercising directive authority over logistics to maintain effectiveness and economy of operations and to prevent duplication of resources.
- Coordinating with USTRANSCOM and supporting CINCs in executing the TPFDL and assuring the availability of transportation resources to support the deployment of the force.

- Establishing a transportation system to support the forward presence or deployed force within the AO.
- Establishing priorities to move deploying units and their sustainment.
- Validating strategic movements.
- Using JOPES to manage the development of plans, to include the deployment of the force.
- Establishing a JTB or JMC, to act as the CINC's executive agent for transportation.
- Ensuring that the departure and arrival of transportation organizations are sequenced to provide support to units that have yet to deploy and sustainment to those already forward.
- Providing adequate and assured communications to movement control organizations.

#### **SUPPORTING CINCS OTHER THAN USCINCTRANS**

2-17. Supporting CINCs provide the support and resources required by the JSCP, approved war plans, and NCA direction. This support may be in the form of provision of forces and materiel, much in the same way that the EUCOM supported CENTCOM during Operation Desert Shield/Desert Storm. Agreements between CINCs may also influence the support. Examples are: CAAs, CMAAs, and MOUs. In the area of transportation, supporting CINCs have the following responsibilities:

- Exercising combatant command over assigned forces.
- Coordinating with the supported CINC and USTRANSCOM to assure the command provides support based on the priorities of the supported CINC.
- Using JOPES to manage the development of plans to include the deployment of the force in coordination with the supported CINC.
- Establishing or expanding the existing transportation system within his AOR.
- Establishing or expanding movement control operations to manage the execution of supporting transportation tasks.
- Operating the modes and the terminals used as POE by the deploying organizations, when the force is forward deployed.

#### **UNITED STATES TRANSPORTATION COMMAND**

2-18. USTRANSCOM, as the DOD single manager for transportation and a supporting combatant command, provides air, land, and sea transportation to meet national security objectives through the range of military operations. USTRANSCOM orchestrates all transportation aspects of planning and execution with the Joint Staff and the appropriate combatant and Service commands. USTRANSCOM has the following responsibilities:

- Exercising combatant command authority over the TCCs. The TCCs are AMC, MTMC, and MSC.
- Coordinating global air, land, and sea transportation planning in support of CINCs, through JOPES. These responsibilities include:
  - During deliberate planning, providing CINCs with the coordinated transportation expertise required to complete capabilities-based operations plans. USTRANSCOM continues to provide assistance in periodic plan maintenance efforts.
  - During CAP, providing deployment estimates and total lift asset availability to the NCA and supported CINCs. Supported CINCs use this data to develop courses of action and optimal flow of forces.
  - During deployment execution, acts like a JMC for the Joint Staff and the NCA.

#### **Air Mobility Command**

2-19. AMC is a major command of the US Air Force. It provides common-user airlift transportation services to deploy, employ, and sustain US forces on a global basis. AMC is also responsible for strategic medical evacuation and manages the CRAF when DOD activates these assets. It also manages civilian chartered flights, when they support a military operation. Joint Pub 4-01.1 contains more information on the operations of AMC.

#### **Military Sealift Command**

2-20. MSC is a major command of the US Navy. It provides common-user sealift transportation services to deploy, employ, and sustain US forces on a global basis. MSC executes this mission with the active fleet, to include prepositioned afloat assets, on a daily basis. MSC also assumes OPCON of additional shipping directed for acquisition by USTRANSCOM and DOD. This shipping consists of inactive assets. Inactive assets include US Navy owned and maintained ships kept in the ROS fleet and ships acquired and maintained by the MARAD. MSC also manages civilian chartered shipping and accessorial services when these support a military operation. Joint Pub 4-01.2 contains more information on the operations of MSC.

#### **Military Traffic Management Command**

2-21. MTMC is a major command of the US Army and the USTRANSCOM's surface transportation component of military traffic. MTMC's four core competencies are global traffic management, worldwide port operations, deployability engineering, and integrated transportation systems.

2-22. As a part of its programs to accomplish its wartime mission, MTMC administers the CORE program. This program consists of support agreements with the CONUS based commercial transportation industry. MTMC can activate this program to support emergency DOD transportation requirements before an official declaration of a national emergency.

2-23. DOD also tasks MTMC with the administration of national defense transportation programs. These programs assure the maintenance of an adequate US-based transportation infrastructure capable of responding rapidly to developing emergencies. Formal MTMC national defense transportation programs include highways, railroads, and ports. MTMC also administers transportability programs to ensure the incorporation of safe, efficient, and effective deployment characteristics into equipment design. MTMC conducts surveys of CONUS ports through the ports for National Defense Program and will conduct surveys of OCONUS ports in peacetime at the request of the CINC.

#### **DEFENSE LOGISTICS AGENCY**

2-24. The DLA provides supplies common to all military Services. The DTS recognizes DLA as a shipper. DLA coordinates with the supported CINC and Service components when the military operation requires the deployment of a DLA support team to the AO. DLA, through the DFSC, coordinates the movement of bulk fuels with the JPOs located within the J4 staff of the combatant commanders.

#### **DEFENSE MAPPING AGENCY**

2-25. The DMA provides mapping, charting, and geodesy support based on CINC requirements. The DMA produces standard maps; charts; map substitutes (for example, satellite image maps); and terrain data (elevation, slope, soils, vegetation, transportation infrastructure, hydrology, and so on). These are produced in hard copy (paper) and digitized (CD-ROM data tapes, and so on) formats for C2 systems and STAMIS (including DAMMS-R).

#### **US SPACE COMMAND AND ARMY SPACE COMMAND**

2-26. SPACECOMs provide satellite imagery and satellite communications support to both DMA and end users. They provide a contingency pool of INMARSAT terminals to users on a first-come, first-served basis. They also provide user training for space-based systems.

#### **MILITARY POSTAL SERVICE AGENCY**

2-27. Mail is one of the most important commodities moved during the conduct of a military operation. To assure the expeditious movement of mail, the MPSA has the following missions:

- Achieving efficient and economical transportation of official and personal mail throughout DOD.
- Establishing military postal offices in the AO.
- Maintaining operational command of subordinate JMPA.

2-28. JMPA are the main operating agencies in the mail delivery system. JMPA responsibilities include:

- Acting as the single point of contact with the USPS at the mail gateways.
- Coordinating the movement of mail with USTRANSCOM and the responsible movement control organization within the AO.
- Coordinating the transportation of mail to the AO to include transportation needs in the HN.
- Coordinating mail routing scheme changes with the mail gateways.

## **OTHER FEDERAL AGENCIES**

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### **FEDERAL EMERGENCY MANAGEMENT AGENCY**

2-30. FEMA is responsible for coordinating federal responses to a domestic crisis. In this role, they orchestrate the support provided by DOD and other federal departments (Human and Health Services, Transportation, and so on) when disasters such as earthquakes and enemy attacks occur within the US. FEMA plays a key role in the management of CONUS transportation resources. However, this role is only visible to the US military when there is DOD involvement in response to a domestic emergency. FEMA also will be visible when the US is mounting a response to a foreign military crisis concurrent with a domestic crisis which results in a shortage of resources.

2-31. FEMA's most important transportation role is the maintenance of contingency plans to respond to crises arising from resource availability. Examples are, market disruptions, domestic transportation stoppages, and materiel shortages. FM 100-19 contains more information on the role FEMA plays during responses to crisis.

### **DEPARTMENT OF TRANSPORTATION**

2-32. The DOT is responsible for the executive management of the nation's total civil domestic transportation resources during periods of crisis. The OET is the Secretary's peacetime staff element responsible for emergency transportation planning. The Secretary of Transportation sets up a management organization during a national defense related emergency declared by the President. By presidential direction, the Secretary of Transportation also implements control systems to govern the priority use of all civil transportation and the allocation of its capacity to meet essential civil and military needs. Federal transportation agencies carry out plans in consonance with overall policy direction of the Secretary of Transportation. Army transportation personnel, at staff and command levels, must communicate Army requirements for favorable adjudication. The DOT executes its emergency programs through several agencies. These agencies include the following:

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### **The Federal Aviation Administration**

2-33. The FAA is responsible for:

- Operating the national airspace systems and civil air/general aviation transportation facilities including air traffic control. The President has authority to transfer responsibility for some elements of air traffic control functions to DOD in time of war.
- Administering the WASP to maintain essential civil and air service during times of national emergency. Joint Pub 4-01.1 contains more information on the WASP program.
- Providing priority service orders to support DOD priority requirements.
- Administering the Title XIII insurance program for CRAF carriers.

### **The Federal Highway Administration**

2-34. The FHWA administers movement on federal highways. One of its primary responsibilities is safety. The FHWA, in coordination with the state highway departments and organized users of highways, develops an emergency highway traffic regulation plan. This plan envisions, among other controls, the use of road space permits to control traffic over selected roads.

### **Maritime Administration**

2-35. The MARAD administers programs related to ocean and Great Lakes shipping and related deep water activities including seaports, shipbuilding, and repair facilities. It also manages the RRF. This fleet is the most significant source of government-owned, early deployment shipping in terms of numbers of ships and overall cargo carrying capacity. The RRF is acquired and maintained by MARAD using funds appropriated to DOT from DOD for that purpose. USTRANSCOM, acting for DOD and with the approval of the SECDEF, requests the activation of RRF ships from MARAD. Upon activation, RRF ships operate under the USTRANSCOM combatant command and MSC operational control authorities.

2-36. MARAD is also responsible for acquiring and maintaining ships during emergencies. Section 902 of the Merchant Marine Act, 1936, as amended, contains the congressional authority for this action. Under these conditions, the MARAD accomplishes the following tasks:

- Establishing the National Shipping Authority as the executive agency for management of national shipping and port operations and, in a NATO contingency, as the national claimant upon the NATO shipping pool.
- Acquiring ocean shipping by:

- Requisitioning US-flag merchant ships, US-owned ships registered under foreign flags, and ships subject to requisition under the Emergency Foreign Vessels Acquisition Act of 1954.
- Coordinating with the NATO Defense Shipping Authority to get an allocation of European NATO-flag ships for service of the US.
- Chartering neutral ships, as available and required.
- Allocating shipping capacity to DOD jurisdiction and control and providing additional shipping capacity under MARAD control to meet DOD requirements.
- Recruiting and using manpower to meet requirements of ocean shipping and shoreside shipping-related operations.

2-37. In addition to the responsibilities listed above, MARAD sets up controls to balance the requirements levied on civil port capabilities by the military and private sector. MARAD also implements standby contractual arrangements for the priority use or allocation of selected ports for exclusive DOD use and for other federal uses. This responsibility includes arranging for the use of civil port facilities as auxiliary ammunition ports.

2-38. MARAD activates an emergency port control organization as part of the National Shipping Authority's emergency field organization. The emergency port control organization assures that local port industries provide situation reports through the National Shipping Authority to all interested agencies. Local MARAD port control officers coordinate with DOD authorities to assure the availability of commercial port capabilities to support military operations. This effort includes the employment of high-technology shipping systems.

#### **US Coast Guard**

2-39. The USCG is responsible for maritime and inland waterway security, port security, and safety including navigational aids. It establishes and certifies ammunition loading procedures and port capability within CONUS.

2-40. In peacetime, the DOT administers the USCG. Upon declaration of war, the USCG comes under OPCON of the Department of the Navy for port security and safety responsibilities. These responsibilities are for CONUS and OCONUS AO. USCG's role in licensing additional mariners to serve expanded defense shipping needs is integral to the mobilization process.

#### **The Federal Railroad Administration**

2-41. The FRA is responsible for the following functions:

- Consolidating government support of rail transportation activities.
- Providing unified national rail policy.
- Administering and enforcing rail safety laws and regulations.

- Administering financial assistance programs for selected railroads.
- Co-administering the railroads for the National Defense Program with USTRANSCOM.
- Conducting research and development in support of intercity ground transportation and future requirements for rail transportation.
- Providing federal overview of all "AMTRAK" passenger service.

**St. Lawrence Seaway Development Corporation**

2-42. This corporation is responsible for keeping the US-controlled sections of the St. Lawrence Seaway navigable.

**Urban Mass Transportation Administration**

2-43. This administration is responsible for aiding DOT in planning, financing, and developing urban mass transportation systems, facilities, and equipment.

**THE DEPARTMENT OF ENERGY**

2-44. The Department of Energy assures the availability of crude oil, petroleum products, solid fuels, natural gas, and gaseous liquids. Using its subordinate agency, the Federal Energy Regulatory Agency, the department also regulates the movement of these products through pipelines.

**THE DEPARTMENT OF HEALTH AND HUMAN SERVICES**

2-45. The Department of Health and Human Services has the responsibility for receiving, processing, and relocating noncombatant evacuees within the US.

**THE DEPARTMENT OF STATE**

2-46. The Department of State is responsible for several aspects that affect transportation operations. These aspects include the following:

- Negotiating HNS agreements.
- Operating the noncombatant evacuation program (except for DOD-sponsored personnel).
- Coordinating the delivery of humanitarian assistance in foreign areas. This coordination involves the participation of the OFDA. OFDA belongs to the Agency for International Development.
- Coordinating country clearance and overflight/transit clearances for forces, vessels, and aircraft entering or transiting a nation.

**THE INTERSTATE COMMERCE COMMISSION**

2-47. The ICC regulates interstate surface transportation services. These services include those provided by rail, freight and passenger motor carrier, inland waterways, coastal shipping, and freight forwarders. Before and during mobilization, the ICC, at the request of DOD and as approved by DOT, issues priority service orders to civil transportation carriers to support DOD priority requirements.

**UNITED STATES POSTAL SERVICE**

2-48. The USPS moves essential military mail, including small spare parts. The USPS also coordinates with the JMPAs located in the AO for the movement of mail through established gateways.

**THE NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION**

2-49. The National Oceanic and Atmospheric Administration provides aeronautical data and environmental weather services to DOD, as required.

**STATE AND LOCAL TRANSPORTATION ORGANIZATIONS**

2-50. Organizations responsible for transportation matters vary in size and responsibility from state to state. These organizations consist of those levels of government that have functional or modal responsibilities for water (including inland waterway), rail, motor carriers, or air transportation. In times of emergency, the main responsibility of these organizations is to coordinate personnel and cargo movements, to include convoys through the state highway system. During declared emergencies, the offices within the states operate under the general supervision and guidance of the regional offices established by the DOT.

2-51. During emergencies, the state and local governments are also responsible for using transportation resources transiting the state boundaries. Federal policies, issued by national control systems established by DOT and FEMA, govern the state and local governments responses. Under these circumstances, state and local governments comply with federal control measures to assure that interstate and international movements flow without interruptions.

**CIVIL CARRIERS AND ASSOCIATIONS**

2-52. Transportation carriers operate their facilities to provide maximum service, within their capabilities, to fulfill the requirements specified by appropriate government authorities. USTRANSCOM, through its component commands and programs such as CORE and CRAF, assure that these services include:

- Continuity of management.
- Protection of personnel and facilities.
- Conservation of supplies.
- Restoration of damaged lines and terminals.
- Security of personnel, material, and services.

## **SERVICE SECRETARIES**

2-53. The Service Secretaries have single manager transportation responsibilities prescribed by Title 10, US Code. The Secretary of the Army is the single manager for land transportation, the Secretary of the Navy for sea transportation, and the Secretary of the Air Force for air transportation. The Service Secretaries discharge these responsibilities through the TCCs assigned to USTRANSCOM.

2-54. The Service Secretaries are also charged with the responsibility of providing CINCs with trained and equipped forces to execute assigned missions. This responsibility includes coordinating and resourcing the Army force for its movement to theater destination.

## **DEPARTMENT OF THE ARMY**

2-55. Within the Army, the staff responsibility for transportation matters rests with the DCSOPS and the DCSLOG. Within DCSLOG, the principal staff element that coordinates the transportation effort is the Transportation, Energy, and Troop Support Directorate.

2-56. The Army Corps of Engineers also performs a transportation staff function. The Corps is responsible for the improvement, restoration, rehabilitation, operation, and maintenance of inland waterways, canals, harbors, and navigation channels within the US and its possessions. The exception to this role is the waterways associated with the TVA. The Department of Interior controls the TVA waterways. The Army Corps of Engineers executes these missions in time of crises under the policy direction of the Secretary of Transportation.

## **ARMY ORGANIZATIONS ASSIGNED TO COMBATANT COMMANDS**

2-57. All combatant commands have an Army service component command. The Army service component command is the senior Army command directly subordinate to a combatant command. JTFs usually have an Army service component command. The Army service component command plans and executes the land warfare missions assigned to the combatant command or JTF. The plans cover the range of military operations.

2-58. Army execution of transportation functions differ based on the regional responsibilities of the combatant commands. Regional combatant commands based OCONUS have active Army transportation units assigned to deploy, receive, redeploy, and onward move personnel and equipment. Within CONUS, FORSCOM is the Army service component command for USACOM. FORSCOM uses Army installation staffs and infrastructures to deploy units and to receive and reconstitute a returning force.

**THE ARMY SERVICE COMPONENT COMMANDER**

2-59. The ASCC is responsible for advising the CINC on the transportation capabilities that the Army can bring to a joint operation. The advice includes the development of a theater-wide distribution system. It also includes advice on requirements for Army transportation units to provide a movement control terminal and mode operation capability in support of the system.

2-60. During the development of the distribution system, the ASCC considers the transportation support the command must give to other Services, as directed by the CINC. Depending on the size of the force deployed, the operational transportation responsibilities of the ASCC may also include tactical level responsibilities. The smaller the force, the more melding of functions will occur between operational and tactical level transportation operations. In the area of transportation, the ASCC is specifically responsible for the following:

- Developing the deployment plan for the Army units assigned to the command.
- Determining the size and type of transportation force structure.
- Establishing linkages between the operational and tactical levels of war transportation systems.
- Coordinating with the ITO or other supporting movement control organizations.
- Integrating Army transportation capability with other Service component assets.
- Acquiring HN transportation resources to increase Army capabilities.
- Recommending the sequence to deploy and receive Army transportation organizations. These recommendations include the following:
  - Type of organizations needed to exercise the movement control functions delegated to the Army by the JFC.
  - Type and number of transportation terminal operating units needed to support the distribution responsibilities assigned to the Army.
  - Type and number of transportation mode operating units needed to support the distribution responsibilities assigned to the Army.

2-61. Depending on the size of the force deployed, the ASCC will have staff elements to assist in the accomplishment of its transportation responsibilities. The normal staff element at EAC is the DCSLOG TRANS. Based on the size of the force, the staff element may be a DTO or CTO. These staff elements are responsible for the following planning and execution functions:

- Advising the ASCC and staff on transportation matters, to include HNS.
- Providing technical assistance.
- Coordinating transportation staff actions.
- Conducting appropriate level of war planning.
- Evaluating transportation effectiveness.
- Publishing guidance for the preparation of the Army portion of the movement program.
- Coordinating the validation process for theater airlift.

2-62. The ASCC also acquires organizations to administer movements and to operate terminals and modes. Movement control organizations may consist of a TAMCA. This organization supports a force at EAC. The Corps and the Army division have organic movement control organizations and offices to execute this function. The Corps uses the MCC assigned to the Corps Support Command to execute the movement control functions. This center operates with organic MCTs, as required. At the division, the DTO, in coordination with the DISCOM MCO, performs the movement control functions.

2-63. The Corps or division movement control organizations execute tactical level of war transportation functions. They may require augmentation when executing operational level of war transportation responsibilities. Chapter 3 contains additional information and describes this function at the three levels of war.

2-64. The ASCC acquires terminal units to operate the transportation terminals. Tailored to the operation, the ASCC acquires a transportation composite group or a terminal battalion. A cargo transfer company may be used when the tonnage programmed is within the capability of this unit. HN or contracted support is a good source of resources to conduct or augment terminal operations. Chapter 4 contains additional information and describes this function at the three levels of war.

2-65. The ASCC organizes its transportation organizations with sufficient mode operators to move the programmed cargo. Mode operators are rail, truck, and medium helicopter companies. The ASCC may set up lighterage operations when inland waterways or an intra-coastal system are available in the AO. HN or contracted support is also a good source of resources to conduct or augment mode operations. Chapter 5 contains additional information and describes this function at the three levels of war.

**ARMY MATERIEL COMMAND**

2-66. The Army Materiel Command supports the Army in developing warfighting materiel and the ASCCs with a LSE. The Army Materiel Command may deploy a LSE into an AO to support the request of an ASCC. The team deploys using FORSCOM procedures. These procedures are described below.

**CONUS BASED ARMY SERVICE COMPONENT COMMAND**

2-67. FORSCOM commands and controls the deployment of CONUS based Army forces. Forward presence ASCC establish similar procedures to deploy forces in their AOR. The responsibilities are described below.

**US Army Forces Command**

2-68. FORSCOM, as the Army component of USACOM, has the primary responsibility within CONUS to provide the Army force projection or reinforcing forces required by a supported CINC. To accomplish this mission, FORSCOM, in coordination with the Army staff and USTRANSCOM, accomplishes the following tasks:

- Maintaining the DA master file of standard UMD to support the planning and operation requirement of the AMOPES and JOPES.
- Maintaining an automated interface with the GCCS for entrance into JOPES.
- Producing UMD for Army-type units for inclusion in the JOPES-type unit characteristics files used in JOPES.
- Functioning as the Army coordinating authority in support of deployment plans developed by combatant commands and as the initial operations focal point in performing deployments directed by the CINCs.
- Coordinating subordinate unit movement requirements for Army transportation support as allocated by USTRANSCOM. The transportation staff officers of the deploying units and the ITO participate in the coordination effort.

**CONUS Installation Transportation Officer**

2-69. Commanders of Army installations and garrisons, using the resources of their ITO TMO, are responsible for planning and executing the physical movement of tenant units. Specifically, the ITO executes the following tasks:

- Acting as the main point of contact for unit deployment transportation requirements.
- Helping unit personnel to develop and execute unit movement plans and documents.
- Coordinating with MTMC to acquire necessary transportation resources to support the deployment of units by all modes from home station/mobilization station to SPOEs or APOEs.

- Acting as the key interface between deploying units and DTS when using strategic transportation assets.
- Using the TC-ACCIS to provide deployment information into JOPES.
- Appointing an installation UMC. Unit movement officers will use the UMC as their primary linkage to the transportation support arranged for by the ITO. The UMC is normally in the ITO staff or assigned to the DOL, Plans and Operations Division. The installation UMC provides valuable movement information on the development of practical movement plans. The UMC will:
  - Serve as the central point of contact between deployable units, FORSCOM, and the USTRANSCOM TCCs for receipt and submission of UMD.
  - Assure that unit movement officers update their UMD and that it reflects current accurate data.
  - Approve unit movement plans, coordinate movement requirements, and maintain unit movement documents for movement by all applicable modes.
  - Maintain current data on the number and type of railcars or commercial trucks required to move units to the SPOE.
  - Assure the movement plan is compatible with installation capabilities.
  - Coordinate supercargo and rail guard requirements.
  - Coordinate requests for convoy clearances and special hauling permits, coordinate with state highway department, and ensure compliance with legal restrictions. This coordination may include contacts with the state DMCs.
  - Coordinate with unit and ITO for issue and receipt of military shipping containers.
  - Consult with representatives from the SPOE on vehicle reduction requirements that may be peculiar to constraints imposed by the ship stow plan.
  - Verify the AUDEL data with units and submit changes to FORSCOM. During deployment execution, the UMC will submit changes to FORSCOM and MTMC.
  - Coordinate with the ITO to request the proper number and type of commercial transportation assets from commercial carriers. The UMC prepares the requests for commercial transport according to the routing instructions received from MTMC.
  - Monitor loading and unloading sites.
  - Notify the deploying commander of the SPOE/APOE loading schedule. Movement to the SPOE/APOE should coincide with the port call schedule provided by MTMC or AMC.

- Provide necessary support to mobilized USAR units for timely movement to mobilization stations (refer to AR 5-9).
- Report movement of units as directed (using TC-ACCIS ISR or command specified report).
- Help unit commanders coordinate with the installation Directorate of Public Works to identify blocking, bracing, packing, and crating materials in support of unit deployments.
- Monitor the status of containers and MILVANs in the installation area.
- Provide technical assistance in supporting unit deployment training.
- Provide assistance in the application of MSLs.

**Continental Numbered Armies**

2-70. FORSCOM's CONUSA provide support as directed.

**State Area Commands**

2-71. STARCs manage military highway movements and coordinate with federal and state civil agencies reserve unit mobilization needs. The DMCs, working within the SMCC, collects, analyzes, and combines all DOD-organic highway movements to coordinate with other local, state, and federal officials the unit requirements for mobilization and deployment. FM 100-17 contains information on the responsibilities of the STARCs.

**Transportation Terminal Battalions or Brigades**

2-72. The TTBs are RC TDA units. MTMC assumes command of the TTBs upon their mobilization. MTMC uses the TTBs to augment its terminal operating capability or to open new water terminals. The TTBs require the availability of contract stevedoring labor. MTMC selects a battalion or a brigade to operate a water terminal using the size of the operation as a primary determinant. When coordinated with USTRANSCOM, CINCs may use TTBs to support operations at force projection destinations.

**Deployment Support Brigades**

2-73. The DSBs are TDA RC units that when mobilized, operate under the command authority of MTMC. DSBs assist ITOs of installations with specific deployment activities. DSBs assist deploying units with documenting, staging, and loading their equipment. DSBs also provide liaison and coordination for movement of port-called units to designated terminals. DSBs do not perform actual loading operations. In addition to providing assistance on annual training missions, DSBs also provide technical assistance during scheduled individual training dates (mandatory unit training assembly). When coordinated with USTRANSCOM, CINCs may use DSBs to support operations at force projection destinations.

**Other Activities**

2-74. Other DOD and governmental agencies play a major role as users of the transportation system. Supported and supporting combatant commanders must consider their transportation requirements and assure that proper coordination is effected to accommodate their shipments. Among these organizations are AAFES and GSA.