



USTRANSCOM HANDBOOK 24-2

# Understanding the Defense Transportation System



1 September 2003 ~ 4th Edition

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**Office of Primary Responsibility: USTRANSCOM / TCJ5-PD**

508 Scott Drive

Scott AFB, Illinois 62225-5357

DSN: 779-1840

Commercial: (618) 229-1840

Distribution: X (Stocked and Issued by OPR)

**Supersedes USTRANSCOM Handbook 24-2, dated 1 September 2000,  
3rd Edition**



## ***“Building a Better Understanding of the Defense Transportation System”***

### **From the Commander, United States Transportation Command:**

I am extremely honored to introduce you to USTRANSCOM and the highly professional men and women who comprise our nation’s defense transportation team. As Americans, today we find ourselves living in a world of uncertainty. We cannot know precisely where or when our interests will come under attack. Commensurately, we cannot be certain about where we will need to send American forces to fight our nation’s wars.

We can be certain, however, that no matter what the mission, whether at home or abroad, the Department of Defense’s first responders will be the men and women who operate the air, land, and sea components of USTRANSCOM. USTRANSCOM’s mission is to provide air, land, and sea transportation for the Department of Defense, in both time of peace and time of war. The Defense Transportation System--with its trucks, trains, aircraft, ships, information systems, and infrastructure--functions as a single integrated team composed of active duty, national guard, and reserve forces, combined with DOD civilians and commercial industry partners.

On any given day, the USTRANSCOM team provides critical support to a host of U.S. and international agencies spanning the continuum of military operations. We are ready to perform any mission assigned today and are passionately committed to preparing for tomorrow. Accordingly, our highest priority is taking care of our people. Through them we will ensure current and future readiness, modernized forces to meet the challenges of tomorrow, and streamlined business processes to maximize resources.

We are totally committed to providing our nation with the world’s most effective and responsive strategic mobility capability during times of peace and conflict. We will continue with focused resolve to improve the nation’s strategic mobility and military responsiveness through innovative technology, operational ingenuity, and an aggressive commitment to excellence. During peace or war, you can count on the USTRANSCOM team to deliver success, every time!

A handwritten signature in black ink that reads "John W. Handy".

**JOHN W. HANDY**  
General, USAF



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## EXECUTIVE SUMMARY

<p><b><i>Background</i></b></p>	<p>The Defense Transportation System (DTS) is the worldwide transportation infrastructure that supports the Department of Defense (DOD) in peace and war. As single manager for defense transportation, the Commander, United States Transportation Command, possesses combatant command and control of the three Transportation Component Commands and all transportation assets of the military departments except those that are Service-unique or theater-assigned as noted in Forces For Unified Commands.</p>
<p><b><i>Components</i></b></p>	<p>The DTS is designed to ensure capability to get to the fight when necessary. Through partnering with customers and industry carriers, USTRANSCOM is striving to ensure that when units, equipment, and supplies are needed anywhere around the globe, the nation will meet its promise to deliver. USTRANSCOM executes its mission through its Transportation Component Commands: Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC); the Reserve components; and its commercial partners in the Civil Reserve Air Fleet (CRAF), Voluntary Intermodal Sealift Agreement (VISA), and Contingency Response (CORE) Program.</p>
<p><b><i>Guidance</i></b></p>	<p>Numerous laws, regulations, and directives govern the DTS. Notable laws include the Cargo Preference Acts of 1904 and 1954, the Jones Act, and the Fly America Act. The role of the DTS is established in Joint Pub 4-01, “Joint Doctrine for the Defense Transportation System,” and USTRANSCOM’s charter is established by DOD Directive 5158.4, “United States Transportation Command.” The primary source for DTS procedures is the Defense Transportation Regulation (DOD Regulation 4500.9).</p>
<p><b><i>Services</i></b></p>	<p>Transportation assets and capabilities used within the DTS either generate revenue or provide tailored customer service at the best value.</p> <p>AMC’s fleet of air mobility aircraft are joined by commercial air carriers to deliver cargo and personnel anywhere in the world in a matter of hours. Unique airlift capabilities include Channel, World Wide Express (WWX), Category A, Patriot Express, General Services Administration (GSA) City Pairs, GSA Domestic Small Package, tenders, and Special Assigned Airlift Missions (SAAM).</p> <p>MSC’s government-owned and chartered fleet of ships, including contracts with ocean carriers, provides the bulk of USTRANSCOM’s cargo-carrying capability. Unique sealift capabilities includes dry cargo operations, petroleum tanker fleet, contingency support fleet, and intermodal contracts and agreements.</p> <p>MTMC’s assets provide coordination of force movement, status of worldwide infrastructure, and seaport operations. The unique suite of traffic management capabilities includes freight and passenger traffic management, deployability engineering, integrated transportation systems, and worldwide port operations.</p>
<p><b><i>Control</i></b></p>	<p>The Joint Mobility Control Group (JMCG) orchestrates and optimizes DTS operations for USTRANSCOM’s customers and, through its command, control, communications, and computer systems, provides total visibility of movement requirements and command and control of global mobility forces and other assets.</p>
<p><b><i>Payment</i></b></p>	<p>The DTS is funded by the Transportation Working Capital Fund (TWCF). The TWCF links costs and performance through total cost visibility and full cost recovery. Under this financial structure, the distortion between the cost and price of support is eliminated, revealing the “true cost” of services. The TWCF is financed through customer reimbursement rather than direct appropriation of funds, except Air Force and Army readiness costs, which are funded through Service channels.</p>
<p><b><i>Future</i></b></p>	<p>Guided by its strategic vision, USTRANSCOM plans to shape the DTS to meet customer needs amidst the challenges and opportunities of a changing economic and political future. A prime example is our current effort in supporting the Global War on Terrorism (GWOT).</p>



### *The Heraldry and Symbolism of the United States Transportation Command Emblem*

In heraldry, the horse symbolizes endurance, force, freedom, speed, strength, readiness, victory, and the sea. The close association between the horse and the sea draws its basis from when horses were first introduced into Peloponnesus (C. 1350 BC) by way of the sea. The Greeks considered horses the offspring of Poseidon, the god of the sea. According to Greek mythology, Poseidon sired the winged steed, Pegasus, who came to typify science, intellect, and understanding. The Romans also believed the horse to be a gift from their sea god, Neptune, whose chariot was drawn by Hippocampi, marine creatures with the head and forefeet of a horse and the tail of a fish. To convey speed, our ancient forefathers attached wings to Hippocampi.

Recognizing that this creature was an appropriate symbol for transportation, the 383d Port Battalion, U.S. Army Transportation Corps selected a winged sea horse for its shield in 1944. Most recently, in July 1987, the U.S. Transportation Command (USTRANSCOM) adopted

a winged sea horse as the primary element in the USTRANSCOM emblem to symbolize the new command's mission: to provide global air, land, and sea transportation to meet national security objectives.

There are three secondary elements depicted in the emblem: compass rose, globe, and stars. In heraldry, the compass rose denotes faith, and the globe signifies commerce, earth, enterprise, eternity, geography, and travel. In the modern sense, they depict USTRANSCOM's worldwide mission. In addition to portraying achievement, supremacy, and a spur's rowel in the heraldic tradition, the emblem's stars symbolize the Services and the Commander, USTRANSCOM. The emblem's colors are also symbolic. Heraldry associates gold with wisdom, durability, honor, glory, and superiority, while it links blue with truth, intellect, loyalty, and peace. By combining the Joint Chiefs of Staff's gold and the Department of Defense's blue, the emblem emphasizes the command's unified status.

## UNDERSTANDING THE DEFENSE TRANSPORTATION SYSTEM

### ***DTS: RESPONSIBILITIES, ROLES, AND RELATIONSHIPS***

*“That portion of the Nation’s transportation infrastructure which supports Department of Defense common-user transportation needs across the range of military operations. It consists of those common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by the Department of Defense.”*

JP 1-02, DOD Dictionary of Military and Associated Terms

The Defense Transportation System (DTS) is an integral part of the United States (U.S.) transportation system and involves the procedures, relationships, and interrelationships of the Department of Defense (DOD) and the federal, commercial, and non-U.S. activities that support DOD transportation needs. Support of U.S. national military strategy includes modern, flexible, and responsive global transportation capable of integrating military, commercial, and host-nation resources.

The Secretary of Defense (SecDef) is responsible for transportation planning and operations within the DOD while the Chairman of the Joint Chiefs of Staff (CJCS) reviews and evaluates movement requirements and resources and allocates capability when required. The U.S. Transportation Command (USTRANSCOM) provides global transportation management, employing an integrated transportation system across the range of military operations through its Transportation Component Commands (TCCs): Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC). The Services retain responsibility for organizing, training, equipping, and providing logistics support (including Service-unique transportation) for their respective forces.

The U.S. Department of Transportation (DOT) develops plans to promote and manage overall national policies, programs, procedures, and systems to meet essential civil and military transportation needs during national emergencies. The DOT provides direction to all modes of civil transportation in national security emergencies, including air, land, water, pipelines, and public storage and warehousing. This direction may include implementation of priorities for all transportation resource requirements for service, equipment, facilities, and systems; allocation of transportation resource capacity; and emergency management and control of civil transportation resources and systems. These functions are carried out by such DOT agencies as the Federal Aviation Administration (FAA), Federal Highway Administration (FHWA), Federal Railroad Administration (FRA), and the Maritime Administration (MARAD).

### ***U.S. TRANSPORTATION COMMAND***



In 1987, USTRANSCOM was established as the DOD’s single wartime manager for common-user lift. USTRANSCOM’s role was modified in February 1992 by a SecDef Memorandum (superseded by DOD Directive 5158.4 on 8 January 1993), designating the Commander, U.S. Transportation Command the single manager for defense transportation during peace and war. This “charter” transferred combatant command of AMC, MSC, and MTMC, as well as all transportation assets of the military departments, except for Service-unique or theater-assigned assets, to USTRANSCOM. To carry out its mission, USTRANSCOM coordinates the movement of troops and materiel via military and commercial

modes of transportation. Additionally, the command provides direction, control, and supervision of cargo and passenger transportation services. USTRANSCOM serves as the focal point for transportation management of all common-user organic and commercial lift.

**USTRANSCOM's Mission:** *“Provide air, land and sea transportation for the DOD, both in the time of peace and time of war.”*

**COMPONENT COMMANDS**

USTRANSCOM executes its mission through its TCCs, reserve components, and commercial partners. The roles and responsibilities of each of the TCCs, reserve components, and commercial partners are summarized below:

**AIR MOBILITY COMMAND**



AMC is an Air Force major command headquartered at Scott Air Force Base, Illinois. As the Air Force component of USTRANSCOM, AMC provides channel and assigned airlift, air refueling, and aeromedical evacuation services for deploying, employing, sustaining, and redeploying U.S. forces wherever they are needed worldwide. Additionally, AMC is the worldwide aerial port manager and, where designated, operator of common-user aerial ports of embarkation (APOEs) and/or aerial ports of debarkation (APODs). AMC is the single point of contact with the commercial airline industry for procurement of DOD domestic and international airlift services and administers and executes the Civil Reserve Air Fleet (CRAF) program.

**AMC's Mission:** *“Provide airlift, air refueling, special air mission, and aeromedical evacuation for U.S. forces.”*

**MILITARY SEALIFT COMMAND**



MSC is a Navy major command headquartered in Washington, D.C. As the Navy component of USTRANSCOM, MSC provides common-user and exclusive-use sealift transportation services to deploy, employ, sustain, and redeploy U.S. forces around the globe between seaports of embarkation (SPOEs) and seaports debarkation (SPODs). MSC provides sealift with a fleet of government-owned and chartered U.S. flag ships. MSC executes Voluntary Intermodal Sealift Agreement (VISA) contracts for chartered vessels.

**MSC's Mission:** *“Provide reliable and efficient sealift, combat logistics forces, special mission ships and maritime services to meet customer requirements.”*

**MILITARY TRAFFIC MANAGEMENT COMMAND**



MTMC is an Army major command headquartered in Alexandria, Virginia. As the Army component of USTRANSCOM, MTMC provides common-user ocean terminal, commercial ocean liner service, and traffic management services to deploy, employ, sustain, and redeploy U.S. forces on a global basis. MTMC also provides global deployability engineering and analysis to support national security requirements and influence national engineering policies, administers the Contingency Response (CORE) Program, serves as the single port manager to the geographic Combatant Commander, and develops integrated traffic management systems. MTMC also executes Voluntary Intermodal Sealift Agreement (VISA) contracts for ocean liner service.

**MTMC's Mission:** *"Provide global surface transportation to meet National Security objectives in peace and war."*

**RESERVE COMPONENTS**

USTRANSCOM relies heavily upon its partners in the Reserve and National Guard components. With roughly one-half of USTRANSCOM's organic capability coming from the reserve component, no unified command is more dependent on early callup of its reserves than USTRANSCOM. These forces work every day with their active-duty counterparts in the TCCs as part of an integrated team.

**COMMERCIAL PARTNERS**

**U.S. AIRLINE INDUSTRY**

The Civil Reserve Air Fleet (CRAF) is composed of commercial aircraft committed to support the movement of military forces and materiel worldwide. CRAF contributes about one-half of USTRANSCOM's wartime airlift capability. The CRAF program seeks to match the capability levied by Joint Staff requirements. Aircraft from participating carriers are divided into three segments—Aeromedical, National, and International—and are typically measured in wide body equivalents (WBE) for the international segment (roughly equal to a B-747). CRAF aircraft include 130 WBE passenger aircraft, 120 WBE cargo aircraft, and up to 40 B-767 aircraft for aeromedical evacuation.

CRAF may be activated incrementally within three stages to meet varying levels of defense emergencies. Each of the stages is activated by Commander, USTRANSCOM with the approval of SecDef. Stage I is composed of long-range assets and, when activated, carriers are given a maximum of 24 hours after mission assignment to respond to the initial mission onload location.

If first stage assets are insufficient to meet airlift requirements, Stage II can be activated. Stage II, composed of aircraft from all three CRAF segments, has a 24-hour response time after mission assignment with the exception of its aeromedical segment, which has 48 hours to respond. CRAF Stages I and II were activated for the first time during Operations DESERT SHIELD and DESERT STORM (DS/DS).

Full CRAF capability is represented in Stage III but has never been activated. CRAF forms the vast majority of the DOD's passenger airlift capability, as proven during Operations DS/DS, when 64 percent of the passengers in the deployment phase and 84 percent in the redeployment phase were moved by commercial air. CRAF cargo aircraft are capable of moving all bulk and some oversized cargo, but because of structural limitations, they cannot carry outsize cargo. During Operations DS/DS, CRAF moved 27 percent of all airlifted cargo deployed to the Gulf. Later, it carried 40 percent of the cargo re-deployed via airlift.



**U.S. MARITIME INDUSTRY**

The Voluntary Intermodal Sealift Agreement (VISA) is the primary sealift mobilization program that was developed through a unique partnership between the DOD, USTRANSCOM, the DOT (MARAD) and the U.S. flag commercial sealift industry.



VISA is an intermodal, capacity-oriented program vice a ship-by-ship oriented program. It provides contractually committed, time-phased, U.S. flag sealift capability to meet DOD contingencies. The worldwide intermodal system provided by these commercial carriers provides extensive and flexible capabilities to the DOD. VISA capabilities are defined in time-phased stages corresponding to DOD-projected operational requirements. The intent of VISA is to meet DOD requirements for a single major theater war with Stages I and II. Stage III (and, if necessary, requisitioning) will provide additional lift for unforecasted requirements. Stages I and II will be activated in whole or part by Commander, USTRANSCOM, with the approval of SecDef, when the capacity commitments are insufficient to meet DOD contingency requirements. Stage III is also activated by Commander, USTRANSCOM with the approval of SecDef and requires the Secretary of Transportation to allocate capacity.

All major U.S. flag carriers (90% of the U.S. flag dry cargo fleet) are enrolled in VISA. The types of ships enrolled include Roll On/Roll Off (RO/RO) ships, Lighter Aboard Ship (LASH) vessels, container ships, breakbulk ships, and seagoing tugs and barges.

**U.S. DOMESTIC TRANSPORTATION INDUSTRY**

The Contingency Response (CORE) Program supports the acquisition of domestic civil

transportation resources during military deployments. This voluntary program provides the DOD with commercial transportation service support and priority for commercial transportation prior to and during contingencies and mobilization. The CORE network has 17 industry associations and 12 government agencies to be used during times of crisis or national emergency to ensure combat power gets to where it is needed.

CORE was used during Operation DS/DS to support resource acquisition for commercial transportation, coordinate hazardous materials movement, provide liaison to the U.S. Coast Guard for port security support, and perform source identification for emergency lease and/or purchase of commercial heavy equipment transporters.

***DTS CUSTOMER BASE***

Air, sea, and overland shipments moving within the DTS result from actions provided in response to specific requirements imposed on the system by authorized users. These requirements are levied upon the DTS by USTRANSCOM customers. All those identified below are direct bill payers for actual services provided:

- President of the United States (POTUS)
- Secretary of Defense (SecDef)
- Joint Chiefs of Staff (JCS)
- Unified Combatant Commanders and Military Services
- Defense Logistics Agency (DLA)
- Exchange Services (Army Air Force Exchange Service (AAFES), and Navy Exchange Service Command (NEXCOM))
- Defense Commissary Agency (DeCA)
- Military Postal System
- Other DOD Agencies Other Departments, Agencies, and Organizations
- Department of State (DOS)

- Federal Agencies (Federal Bureau of Investigation (FBI), Federal Emergency Management Agency (FEMA), etc.)
- United Nations
- North Atlantic Treaty Organization (NATO)
- Department of Homeland Security (DHS)

***DTS RESOURCES***

The DTS encompasses a host of assets and capabilities that are used efficiently and effectively to move passengers and cargo around the world. The diverse inventory of assets and suites of airlift, sealift, and traffic management capabilities employed by each TCC are explained below.

**AIRLIFT**

**Assets**

AMC aircraft provide the global reach to deliver cargo and personnel anywhere in the world in a matter of hours. AMC’s core airlift fleet consists of the C-5 “Galaxy”, C-17 “Globemaster III”, and the C-141 “Starlifter” (until 2006). The core fleet is augmented by all CONUS-based C-130 “Hercules” aircraft. AMC’s aerial refueling fleet includes the KC-10 “Extender” and KC-135 “Stratotanker”. Both of these aircraft can be used for air refueling and the airlift of cargo and personnel.



Additionally, a small fleet of other aircraft, including the C-9, C-21, C-20, C-32, C-37, VC-25, and UH-1 provide primary aeromedical and

operational support airlift. During hostilities, many of these aircraft (C-9, C-20, C-21, C-130, and some refueling aircraft) would likely support operations in theater. Tanker aircraft on air refueling missions provide force extension and multiplier capabilities for organic airlift, combat, and combat support aircraft. The U.S. commercial air carrier industry (scheduled and nonscheduled) and its CRAF participants play a major role in contract and tender movements of cargo and passengers. When necessary and authorized, foreign flag carriers may augment U.S. air carriers.

**Capabilities**

Channel Airlift

Channel airlift missions support passengers and cargo moving over established worldwide routes (Combatant Commander or Service-validated) that are served by scheduled DOD aircraft under AMC control or commercial aircraft contracted and scheduled by AMC. These missions provide requirements, frequency, and express airlift channel services to meet customer needs. AMC provides service from aerial port of embarkation (APOE) to aerial port of debarkation (APOD) and measures performance under Uniform Materiel Movement and Issue Priority System (UMMIPS). There are over 265 AMC channels comprised of cargo/passenger, aeromedical evacuation, and passenger gateways.

*Requirements channel* airlift missions provide support service between two points on a recurring basis, with actual movements dependent upon the volume of traffic. JCS Priority 3A3.

*Frequency channel* airlift missions are established when traffic volume does not support the desired frequency of service. These channels support operational necessity and quality of life requirements in remote areas. JCS Priority 1B3.

*Pacific and Atlantic Express* airlift missions operate daily from CONUS APOEs to outside CONUS (OCONUS) APODs (hubs). Additional missions are scheduled on spokes to move parts toward end users. Customer rates for channel airlift are established for cargo by pound and for passengers by person.



Category A (CAT A)

CAT A is a contract with the commercial air carrier industry allowing cargo to be individually waybilled between CONUS and overseas stations or between overseas stations. Rates are negotiated for each channel with a guaranteed minimum weight break for the carrier. The customer is billed at a rate per pound and service is performed based on the following:

- Four business day delivery to consignee
- Door-to-door (source of origin to consignee)
- Specific points of origin to specific destination
- Contractor-provided in-transit visibility (ITV)
- Full pallet (Commercial air lines of communication (COMALOC))
- Less than full pallet and small package
- Medical Express

Patriot Express

Patriot Express is an AMC-procured planeload charter on commercial aircraft. Passengers move in full planeload lots on an aircraft chartered from

the commercial air industry. Payment is made to the carrier via contract with AMC. Users reimburse AMC at the established common-user rate which is forecast of special category and exercise cargo, a specified rate per person per airplane, or by pound for cargo.

GSA City Pairs

GSA City Pairs is contract air service for official Government travel. Policy mandates its use by government employees. Fares apply one-way between specific airports and are considered to be the greatest value available to the Government.

World Wide Express (WWX)

WWX is a fast, reliable, time-definite, door-to-door express package service for high priority nonhazardous packages weighing 150 pounds or less. GSA partnered with the DOD to leverage CRAF-qualified express-carriers for this international express delivery service. Features of the service include door-to-door pick up and delivery; time-definite delivery; customs clearance; and in-transit visibility through the Global Transportation Network (GTN). Shippers must provide shipment information and viable fund citation for acceptance/movement via WWX carriers. The DOD is a mandatory user for all shipments that fall under the scope of this contract. For more information visit the WWX website listed in Appendix A.

GSA Express Small Package Program

The GSA Express Small Package Program provides overnight and second business day delivery service for packages up to 150 pounds, between points in CONUS, Alaska, Hawaii, and Puerto Rico. Rates and services provided under the contract are considered to be the “best value” to the government, making the DOD a mandatory user.

Tenders

Tenders are negotiated offers by a qualified CRAF carrier to provide transportation services at specific rates for each traffic lane (established air route). Customers negotiate directly with carriers to establish or modify rates, charges, rules, and accessorial services. Tenders must be approved by AMC prior to use--unapproved tenders are not allowed within the DTS. The customer executes orders with approved tenders using Commercial Bills of Lading (CBL), Government Bills of Lading (GBL), Electronic Bills of Lading (EBL), or by local payment procedures.

Service under tenders is based on commercial carrier capabilities into geographic areas or lanes. A wide variety of service options exists, and the shipper has maximum flexibility to choose a carrier based on cost and performance. Service includes:

- Door-to-door
- Counter-to-counter
- Door-to-counter
- Customer drop off/pickup

Special Assignment Airlift Mission (SAAM)

SAAM performs special pickup or delivery at points other than established AMC routes or channels. Service is from origin to destination. AMC assigns missions based on consideration of the following:

- Number of passengers
- Weight, size, or characteristics of cargo
- Urgency or sensitivity
- Other special factors

Rates are charged by the specified per-hour flying costs for the aircraft type used with a ten percent discount levied for requirements specified

thirty days in advance (without significant change). Rules and rates are contained in the AMC Rate Guide found on the Website listed in Appendix A.



**SEALIFT**

**Assets**

MSC provides sealift with a fleet of government-owned and government-chartered commercial ships. Sealift assets include:

- Dry Cargo Operations
  - Controlled Fleet
  - Commercial Maritime Industry Charters
- Petroleum Tanker Fleet
- Contingency Support Fleet
  - Afloat Prepositioning Force (APF)\*
    - Maritime Prepositioning Ships (MPS)\*
    - Combat Prepositioning Ships (CPS)\*
    - Logistics Prepositioning Ships (LPS)\*
  - Surge
    - Fast Sealift Ship (FSS)
    - Large Medium Speed Roll-on/Roll-off (RO/RO) (LMSR) Ships
    - Ready Reserve Force (RRF)
- VISA Charter Contracts

\*APF shipping assets revert to USTRANSCOM control after off-load of prepositioned cargo.

DOD Regulation 4500.9 states that the DOD will own and operate its own vessels only when commercial service for DOD requirements is not

available. Commercial service may be considered unavailable for military exercises, hard to lift ports, ammunition shipments, and outsized cargo. Availability of commercial service is usually determined by testing the commercial market.

In addition to MSC charter assets, MTMC procures regularly scheduled sealift liner and intermodal services with the ocean carrier industry. MTMC sealift capabilities include the full range of carrier services available to the commercial shipper as well as dedicated services for those not served by regular liner service.

## Capabilities

### Dry Cargo Operations

*Controlled Fleet.* MSC acquired this small fleet of dry cargo ships to satisfy RO/RO and long-term cargo lift requirements that cannot be filled by U.S. flag commercial liner operators, primarily breakbulk cargo. The fleet is sized based on the forecast of special category and exercise cargo, captured by type and route, which cannot be carried by regular commercial services. Services are from seaport of embarkation (SPOE) to seaport of debarkation (SPOD).

*Commercial Maritime Industry.* MTMC agreements with the ocean carrier industry provide for the use of those carriers' regular schedules for the movement of containerized and breakbulk cargo at negotiated rates. Where regularly scheduled services are not available, or do not meet the particular customer's service requirements, special or dedicated service contracts are established by MTMC. Agreements and long term contracts give preference to U.S. flag carriers, preferably those participating in VISA. Based on the shipper's requirement, service is from inland origin to SPOD or inland destination or from SPOE to SPOD or inland destination. Delivery for special and dedicated

service is based on the terms of an individual contract. Costs assessed to customers are based on MTMC billing rates and are assessed on a route basis, commodity of cargo lifted and type of service, i.e. breakbulk or containers. Container cargo rates are all-inclusive and are applied on a trade route basis to all shipments regardless of actual service provided.

### Petroleum Tanker Fleet

The Petroleum Tanker Fleet is a fleet of chartered or contract operated ships providing worldwide point to point movement of DOD bulk petroleum products. MSC works closely with the Defense Energy Supply Center (DESC) to transport petroleum products to DOD storage and distribution facilities around the world, as well as to deliver fuel to U.S. Navy and MSC oilers at sea. MSC operates these long-term chartered tankers to provide 90 percent of all fuel needed by the DOD.

The Voluntary Tanker Agreement (VTA), administered through MARAD, provides additional tanker capacity for point to point transport of DOD petroleum. The agreement is designed to meet contingency or wartime requirements, not shortages of capacity in connection with peacetime resupply operations.



### Contingency Support Fleet

- *Afloat Prepositioning Force (APF).* Includes Maritime Prepositioning Ships (Marine Corps);

Combat Prepositioning Ships (Army); and Logistics Prepositioning Ships (Navy, DLA, and Air Force).

- *Maritime Prepositioning Ships (MPS)*. Sixteen ships comprise three squadrons. Each squadron is within 10-14 days sailing of potential contingency sites and can support a Marine Expeditionary Force of 17,000 personnel for 30 days.

- *Combat Prepositioning Ships (CPS)*. There are currently thirteen ships, loaded with Army Prepositioned Afloat (APA) equipment, including a heavy brigade and a theater opening package. These ships are able to deploy to potential contingency sites in the Middle or Far East within 12 days. Essentially floating ware-houses, the ships hold the equipment necessary to support 34,000 soldiers for 30 days.

- *Logistics Prepositioning Ships (LPS)* (Navy, Defense Logistics Agency, and Air Force). Seven ships serve the Services and DLA. Four ships are loaded with service munitions--three Air Force, and one Navy. The remaining three vessels consist of three Tanker ships belonging to DLA.

- *Surge*. Surge shipping is critical to the nation's combat readiness. Surge sealift assets consist of the Fast Sealift Ship (FSS), the Large Medium Speed Roll-on/Roll-off (LMSR), and the Ready Reserve Force (RRF).

- *FSS*. Eight FSSs, capable of attaining voyage speeds in excess of 25 knots, together can transport the equipment for one Army mechanized or armored division. Each FSS carries the equivalent of more than 130 C-5 loads of cargo.

- *LMSR*. Each LMSR has a capacity in excess of 300,000 square feet and can provide the strategic sealift capability to move an entire mechanized brigade at voyage speeds of 24 knots. The entire

complement of 20 ships is due on line by February 2003.



- *RRF*. The RRF consists of more than 70 ships maintained in a reduced operating status (ROS) by MARAD for use by the DOD in wartime or contingency. When activated, RRF ships will carry combat-surge and follow-on cargo and fall under the operational control of USTRANSCOM (exercised through MSC). RRF ships are crewed by civilian mariners employed by a MARAD contractor. The RRF offsets industry's shortage of militarily useful ships.

The APF and Surge assets are strategic sealift resources that provide rapid response and worldwide strategic prepositioning. These assets and capabilities are used to satisfy exercise, surge, and contingency requirements only and cannot be used for routine movement of peacetime cargo. Costs are assessed directly to the user based on established rates for a specific type of ship or direct reimbursement related to the operational costs for ships where rates are not established.

## TRAFFIC MANAGEMENT

### Assets

MTMC provides CONUS traffic management support for freight and passenger movements on

surface carriers, operates the Defense Freight Railway Interchange Fleet (DFRIF) of more than 2,200 special use railcars, and administers the DOD highways, railroads, ports, and intermodal programs for national defense.

MTMC also monitors the status of worldwide infrastructure, including seaports, inland waterways, and pipelines. MTMC coordinates force movement to seaports, prepares the ports for ships and cargo, and supervises loading operations. As the single port manager, MTMC manages all common-user water terminals throughout the world.

Assets available to MTMC include:

- Common-user ocean terminals
- Commercial assets
- Railcars and containers
- Traffic management C4 systems

**Capabilities**

Freight and Passenger Traffic Management

*Tenders.* Voluntary or negotiated offers by qualified carriers to provide transportation service at specific rates or charges.

*Guaranteed Traffic Agreements.* Agreements by which carriers commit to provide transportation services in return for the right to all traffic from and to certain locations, regions, or geographic areas for a specific amount of time.

*GSA Domestic Small Package Program.* Next business day and second business day service for letters and packages from 1 to 150 pounds.

*Personal Property Program.* Describes overall carrier qualification, rate solicitation, and quality control for household goods, unaccompanied baggage, and non-temporary storage shipments for the DOD.

Deployability Engineering

As the DOD’s transportation engineer, MTMC’s Transportation Engineering Agency (TEA) executes national defense programs for highways, railroads, and seaports. It administers similar infrastructure-oriented engineering programs for intermodal systems and critical infrastructure protection. TEA is funded through Army reimbursement of the Transportation Working Capital Fund. On-site surveys and studies related to highways, railroads and seaports for national defense missions are part of agency mission costs. Special support missions may be paid for by requesting activity on a reimbursable basis.

TEA performs the following for the DOD:

- Executes the highways, railroads, and ports for national defense programs
- Conducts force deployability, transportation infrastructure, and operation/exercise analyses
- Assesses capability of power projection platforms and seaports to meet deployment requirements
- Ensures transportability design influence, criteria, and critical movement considerations are integrated in the DOD’s acquisition process
- Formulates movement procedures for existing and future materiel
- Develops deployability analysis techniques and transportation models and simulations
- Manages acquisition and distribution of authoritative transportation data in support of deployment requirements

Integrated Transportation Systems

To support traffic management automation, MTMC develops and maintains several traffic management systems. Costs for these systems are offset in part by revenue generated from the traffic management reimbursement.

Systems include:

*Global Freight Management (GFM) System.*

The DOD's primary automated transportation management system to support DOD Traffic Officers (TOs) in procurement of commercial freight transportation services in peace and war with emphasis on service, economy, and readiness. GFM supports carrier selection, costing, shipment documentation, pre-payment audits, and management of DOD freight movements in CONUS. GFM also supports an automated interface for existing DOD contracts with Small Package (shipments less than 150 pounds) domestic and international carriers.

*Transportation Coordinator's Automated Information for Movement System (TC-AIMS II).*

Provides unit mobility and installation transportation officers throughout the DOD with a single, effective, efficient system to perform transportation management for movement of units and day-to-day cargo within the DTS. This system will enhance coordination, control, and management of force deployments, including improving ITV and total asset visibility (TAV). TC-AIMS II has been designated by the CJCS as the single joint source data system for unit move information for the Joint Operation Planning and Execution System (JOPES). TC-AIMS II will be a product of a joint effort with the Army serving as the executive agent.

*Transportation Operational Personal Property Standard System (TOPS).* Automates and standardizes the DOD personal property movement and storage program for military members and DOD civilians worldwide.

Worldwide Port Operations

Throughout the world, MTMC coordinates force movements to seaports, prepares the seaports for ships and cargo, and supervises loading/

unloading operations. Seaport operation functions are provided through civilian stevedore contracts, host nation support (HNS) agreements, Army Terminal Service Units, and/or Navy Cargo Handling forces. Revenue is based on established MTMC billing rates priced per measurement ton (MTON) by commodity type, import/export, and geographical area. The following capabilities are employed:



*Ocean Cargo Clearance Authority (OCCA).* Books DOD-sponsored cargo and passengers for surface movement, performs related contract administration, and accomplishes export/import traffic management functions for cargo moving in the DTS.

*Integrated Booking System (IBS).* An IBS is an automated information system that supports the efficient and economical movement of cargo by commercial ocean carriers or MSC-controlled shipping during peace and war.

*Worldwide Port System (WPS).* The single, standard common-user waterport documentation and cargo accountability system to support the DOD's worldwide requirements.

*Cargo Documentation.* Generation of ocean cargo manifests using WPS to support in-transit visibility and billing for breakbulk and container cargo moving on MSC-controlled ships, or under contracts/agreements negotiated by the Joint

Traffic Management Office (JTMO) with commercial sealift carriers.

*Terminal Operations and Management.* Maintains port presence or operating responsibility at designated worldwide terminals. Responsibilities include predeployment planning, contracting, clearance, vessel loading and discharge, stow planning, and staging.

*Privately Owned Vehicle (POV) Program.* Operates, or manages through contract, vehicle processing centers at designated worldwide locations for the receipt and shipment of POVs moved by commercial ocean carriers under MSC/MTMC contracts or agreements. Acts as the single manager for the Point-to-Point POV Program using commercial contractors for movement between designated points.

*Common-User Container Management.* Singlemanager for the acquisition, control, and accountability of DOD-owned or leased inter-modal equipment.

**DTS OPERATIONS**

**TRANSPORTATION INTELLIGENCE**

The Joint Intelligence Center of Transportation (JICTRANS) provides 24-hour, all-source, global intelligence supporting Commander, USTRANSCOM, his staff, component commanders, operators, and transportation planners throughout the DOD.

As a key DOD substantive intelligence production element, JICTRANS focuses on two broad goals. First, working with the FBI, national intelligence agencies, and other DOD intelligence producers, JICTRANS intelligence analysts identify the nature of threats faced by globally deployed USTRANSCOM elements, and communicate relevant and timely operational

intelligence to transportation decision-makers at all organizational levels. Second, JICTRANS focuses on the capacity and availability of the global transportation infrastructure, performing original intelligence analysis to assist planners in anticipation of future mission requirements. In pursuit of these goals, JICTRANS orchestrates the production of transportation intelligence by all DOD intelligence producers.

**JOINT MOBILITY CONTROL GROUP**

The Joint Mobility Control Group (JMCG) is USTRANSCOM’s integrated, state-of-the-art transportation requirements organization. Similar in concept to operations centers in today’s cutting-edge global transportation companies, JMCG provides USTRANSCOM customers “one stop shopping” for all their transportation requirements. It also addresses the General Accounting Office (GAO) concerns about traffic management fragmentation and redundancy. The JMCG strives to orchestrate and optimize the DTS for its customers by integrating the requirements process for organic and commercial lift. The JMCG’s basic tenet is to provide efficient transportation services to DTS customers through empowered transportation officers.

**Joint Mobility Operations Center**  
**24-Hour Assistance**  
**(866) 622-2875**

A fundamental principle of the JMCG is centralized command and control (C<sup>2</sup>) and decentralized execution, with visibility of all movement requirements available through information management systems such as the GTN and the Worldwide Web (WWW). The JMCG is composed of nine essential elements: USTRANSCOM’s Requirements and Analysis Division; the Joint Mobility Operations Center (JMOC); command center elements of the three

TCCs; the Joint Transportation Management Office (JTMO); JICTRANS; the Global Patient Movement Requirements Center (GPMRC); and the Joint Operational Support Airlift Center (JOSAC).

The JMOC plays a central role in optimization of DTS activities. Its central position in the JMCG structure gives it the capability to perform transportation planning across all transportation modes. The JMOC manages day-to-day DTS activities by evaluating requirements against available assets and making appropriate decisions (mode selection and tasking). The JMOC is responsible for the receipt, confirmation, analysis, coordination, and visibility of all movement requirements in a constrained environment regardless of the planned or scheduled transportation mode. In this manner, modal decisions are made and assigned to the appropriate TCC for execution.

The JMCG enables the DTS to transition from a modal orientation, represented by the TCCs, to an intermodal approach. From a customer perspective, this way of doing business streamlines the mobility process while enabling USTRANSCOM to capitalize on the efficiencies inherent in consolidating functions and reducing redundancy.

## **INFORMATION TECHNOLOGY**

The ability to capture and use information is the cornerstone of the transportation industry's productivity and efficiency. Currently, the industry is focusing on total integration of information for intermodal management and tracking of transportation assets and cargo. USTRANSCOM is capitalizing on this focus and integrating it with the DOD's capability through the GTN. The vision of GTN is to gather transportation customers and components into a single integrated network providing ITV and the command and control capabilities

necessary to support their needs. GTN provides customer information to lift providers so they can support the stated needs of DTS customers. Likewise, GTN provides customers with information to better manage their warfighting and logistics needs. GTN also integrates the current process of satisfying transportation requirements in peace and war using DOD and commercial automated transportation systems. GTN collects data from source systems in an integrated database and provides ITV, C2, and business operations' applications and information.

*Intransit Visibility (ITV).* GTN supports ITV by providing the ability to track the identity, status, and location of DOD unit and non-unit cargo, passengers, patients, forces, and military and commercial airlift, sealift, and surface assets from origin to destination. GTN collects, integrates, and distributes transportation information to permit earlier visibility into transportation requirements by obtaining visibility when it is initiated and continuing visibility as it moves through the transportation pipeline. ITV of DOD cargo moving commercially is captured through the electronic commerce and data interchange.

*Command and Control.* GTN provides the capability to monitor all GTN movements which (when combined with planning and analysis tools, transportation performance measurement, and decision support systems) forms a capability essential to planning, directing, and controlling DTS operations. C2 capabilities include transportation-related activities in execution, planning, infrastructure, and medical evacuation. GTN supports C2 operational capabilities by providing visibility, status, and location of cargo, personnel, and units moving within the DTS.

*Automatic Identification Technology (AIT).* AIT provides the means to facilitate the collection of source data, reduce processing times, improve

data accuracy, and enhance asset visibility. AIT encompasses several data storage media that capture asset identification information. The information is transferred electronically to automated information systems that support logistics business operations and asset tracking. The DTS employment of AIT dramatically improves receipt processing and data collection at fixed ports and supports other ports with deployment capability. USTRANSCOM can accept smart card manifests at aerial ports and is expanding existing bar code capabilities. Deployable AIT capability will support force readiness to meet any contingency mission, providing better service and in-transit visibility to the DTS customer base.

**JOINT DEPLOYMENT TRAINING CENTER**

Located at Fort Eustis, Virginia, the USTRANSCOM's Joint Deployment Training Center's (JDTC's) mission is to develop and provide standardized joint deployment and common transportation doctrine, education, and training for DOD to ensure effective and efficient joint



deployment and transportation support to the warfighting combatant commanders.

The foundation of the JDTC is a core curriculum of standardized joint deployment courseware for Professional Military Education (PME)

institutions, Service schools, unified and component training. JDTC-distributed learning courseware for computer based training is available on CD-ROM or can be accessed through worldwide web site location listed in Appendix A. The JDTC also employs Mobile Training Teams (MTTs) to deliver education and training directly at the user's site. These teams specifically target training to units, providing the benefit of timely instruction to those with an immediate need for training. The Joint Operation Planning and Execution System (JOPEs) Training Organization (JTO), an integral part of the JDTC, enables the JDTC to provide a consistent training program in automated data processing systems used as deployment enablers through standardized instructional material, instructor proficiency, and centralized management and control. JDTC provides this training to the joint community via MTTs and in residence instruction at Fort Eustis. By capturing the warfighting customers' needs and working closely with the Services to ensure common correct products are delivered to the deployment community, JDTC has developed into the Center of Excellence for deployment training education and doctrine for the DOD.

***STATUTORY AND REGULATORY GUIDANCE***

Many laws and regulations impact operations within the DTS, and impose specific restrictions over which commercial carriers can be used to transport DOD cargo and passengers. Significant laws are outlined below, along with the major regulations governing DTS operations, to include their assigned proponents.

**PUBLIC LAW**

- Cargo Preference Act of 1904, 10 USC, 2631  
Requires the DOD to ship 100 percent of its cargo on U.S. flag vessels except when MSC and

MTMC determine that no U.S. flag vessel is available or when the Secretary of the Navy finds that proposed freight charges are excessive or unreasonable. The McCumber Amendment prohibits U.S. flag carriers from charging the DOD higher prices than private persons for carrying like goods.

- Merchant Marine Act of 1920, 46 USC, 889 (Jones Act) Requires the use of U.S. flag, U.S. owned, U.S. built vessels in the transportation of all merchandise between U.S. ports/possessions.

- Charter Air Transportation of Members of Armed Forces, Title 10, USC 2640 Covers the requirements for contracts with commercial carriers, inspections by the DOD, the Commercial Airlift Review Board, suspension and reinstatement decisions, regulations, and definitions.

- Economy Act of 1932, 31 USC, 1535 Permits a federal agency to order supplies and services from another federal agency under certain conditions. The Act was designed to promote economy in government operations by permitting efficient use of government resources even though they may belong to another agency. The purpose is to eliminate duplication of effort in order to build expertise in several agencies and allow a federal agency to take advantage of another federal agency's substantial experience in a specific area.

- Merchant Marine Act of 1936, 46 USC, 1126-1 Provides the authority to requisition U.S. flag and U.S. owned, foreign registered, shipping in support of national security. Established the Sealift Readiness Program—precursor to VISA.

- Merchant Ship Sales Act of 1946, 50 USC, 1744 Established the National Defense Reserve Fleet (NDRF) under the administrative control

of MARAD. As a further subset of the NDRF, DOT and the DOD established the RRF to support mobilization requirements.

- Defense Production Act of 1950, 50 USC, 2096a Established the foundation for the Contingency Response Program and for certain features of VISA and CRAF.

- Emergency Foreign Vessels Acquisition Act of 1954, 50 USC, 196 Provides the authority to requisition ships lying idle in U.S. ports. This act is contingent upon availability of U.S. ships. Ships may be requisitioned for use or purchase.

- Cargo Preference Act of 1954, 46 USC, 1241b Requires any federal agency to ship 50 percent of the gross tonnage of equipment, materials, or cargo on privately owned, U.S. flag commercial vessels to the extent the vessels are available at fair and reasonable rates. Generally, for DOD cargo, the 1904 Act is more demanding than the 1954 Act.

- Fly America Act, 49 USC, 40118 Requires the DOD to use U.S. flag air carriers for international air transportation of cargo and passengers unless a carrier is unavailable or cannot accomplish the mission. Code sharing, U.S. carrier's lease of space on a foreign carrier's aircraft, is allowed.

- Federal Aviation Administration Act of 1958, 49 USC, 41106 Requires that all DOD air transportation contracts over 30 days duration be with a CRAF carrier.

- The Denton Amendment to 10 USC, 2551 Allows the SecDef to transport, without charge, supplies furnished by non-governmental sources intended for humanitarian assistance. Such supplies may be transported only on a space available basis. DOD units may volunteer to move such cargo consistent with training requirements, on a space available basis only. Potential donors must

contact the U.S. Agency for International Development (USAID) at (703) 741-0563 to submit requests. See the Denton Amendment web site in Appendix A for application forms and further instructions.

- Maritime Security Act of 1996 Establishes a fleet of militarily useful, privately owned vessels to meet national security requirements. Each vessel selected for this program is entered into and committed to the VISA Stage III during contingencies in return for receipt of operating subsidy payments.

**REGULATIONS AND DIRECTIVES**

- DOD Directive 4500.9 Transportation and Traffic Management
- DOD Directive 5158.4 USTRANSCOM Charter
- DOD Regulation 4500.9 Defense Transportation Regulation (DTR). The DTR consolidates multi-Service publications to streamline/simplify transportation procedures and eliminate duplication. It has four parts:
  - DTR Part I, Passenger Movement
  - DTR Part II, Cargo Movement
  - DTR Part III, Mobility
  - DTR Part IV, Personal Property
  - DTR Part V, Customs and Border Clearance
- DOD Reg 4500.9-R-1 Management and Control of the DOD Intermodal Container System
- DOD Reg 4500.32-R MILSTAMP
- DOD Reg 4500.53 Air Carrier Analysis
- DOD Reg 4515.13 Air Transportation Eligibility
- Joint Pub 4-01 Joint Doctrine for the Defense Transportation System

***THE TRANSPORTATION WORKING CAPITAL FUND***

The Working Capital Fund (WCF) is a revolving fund financial structure that provides necessary goods and services for the armed forces. A revolving fund derives its name from the cyclic nature of the “cash” flow.

The income (financial resources) of organizations financed through the WCF is derived from their level of operations and is available to finance their continuing operations without fiscal year limitation. Organizations financed through the WCF, as business area providers, sell goods or services to “customers” with the intent of recovering the total cost of providing those goods or services. The WCF business area providers use the income from these sales to replace or buy additional inventory or otherwise finance the production of goods and services. The cycle continues for the life of the revolving fund. A business area provider, unlike commercial businesses, is not profit-oriented. The WCF financial structure links cost and performance through total cost visibility and full cost recovery. WCF activities earn their budget authority based on the amount of goods and services they sell to their customers. This is an incentive to provide the best quality at the lowest cost.

The Office of the Secretary of Defense memorandum of February 1992 made USTRANSCOM the single DOD financial manager for common-user transportation-related funding. The Services retained the assignment of Service-unique or theater-assigned transportation assets. USTRANSCOM administratively aligned with the Air Force Working Capital Fund (AFWCF) for cash management purposes, into what is now called the Transportation Working Capital Fund (TWCF). USTRANSCOM benefits from the AFWCF’s cash reserve resources as its cash reserves ensure USTRANSCOM’s solvency during temporary periods of cash shortages that may be experienced during major unforeseen contingencies. Despite this cash management

relationship with the Air Force, USTRANSCOM retains its Budget Submitting Office independence by dealing directly with the Under Secretary of Defense (Comptroller) on Planning, Programming, and Budgeting System (PPBS) matters. Given the choices for WCF alignment, the Air Force provided the most natural organizational and operational relationship, as it was already USTRANSCOM's executive agent. Furthermore, Commander, USTRANSCOM had combatant command (COCOM) of both TWCF and Air Force non-TWCF functions at AMC and was already heavily engaged with the Air Force both operationally and financially.

The Transportation Business Area is composed of two major divisions, USTRANSCOM/TWCF and Navy Transportation. While USTRANSCOM executes its mission through its TCCs, the Navy executes its transportation mission through MSC. In addition to MSC's USTRANSCOM role as common-use sealift provider, it also manages the Navy Working Capital Fund/Transportation for the Chief of Naval Operations over a number of Navy-unique vessels.

Generally, the TWCF is financed through customer reimbursement rather than direct appropriation of funds. Exceptions to this general rule are mobilization (readiness) requirements and associated costs that are funded by direct appropriation through the component's Service. The concept of mobilization (readiness) takes into account the fact that the DTS must plan for and maintain the capability to expand or alter operations, or to provide extraordinary transportation services to satisfy mobilization conditions when required. The DTS's total surge capacity manifests itself in a number of ways, including facilities and equipment that are not utilized or underutilized during normal peacetime operations. Not utilized and underutilized capacity rates or charges.

Rates for each TWCF business area are set to recover all operating costs associated with the service provided. The operating costs include direct costs (e.g., contract carrier cost, stevedores, material, fuel, direct labor), indirect costs (e.g., supervisory costs), and overhead costs (e.g., headquarters general/administrative costs).

DOD policy discourages customers from going outside the DTS for transportation services. When customers go outside the DTS for services, there is an overall cost increase to the DOD as USTRANSCOM bears the cost of unused capacity while the customer pays for additional capacity already acquired by USTRANSCOM. USTRANSCOM is sensitive to its customers' desires for quality service at the lowest possible cost and is committed to providing the best value to defense transportation users.

### ***LOOKING AHEAD***

The future of USTRANSCOM and the DTS will be shaped by the command's strategic planning efforts. USTRANSCOM looks ahead to a changing economic and political environment and sees the challenge and opportunity to improve the DTS. Guided by a strategic vision, USTRANSCOM concentrates great energy on its core processes to prepare for that challenge.

USTRANSCOM's core processes center on its people, a trained, ready, high-quality Total Force; modernization of equipment and infrastructure that support current and future DTS requirements in a global environment; DTS operations that are fully integrated, efficient, effective, and customer-focused; and a focus on understanding customer needs and providing the best service to all DTS users in peace and war.

The command's core processes include *serve the customer* -- enhancing the ability to retain and expand the command's customer base through

responsive service and process improvement; **readiness** -- ensuring the ability to meet national taskings; **planning and execution** -- improving the timeliness, effectiveness, and security of peacetime and wartime capabilities; **information management** -- developing system architectures to support integrated information management systems promoting ITV/TAV of our global transportation mobility requirements; and

**USTRANSCOM's Vision:** *USTRANSCOM provides the synchronized transportation, distribution, and sustainment which makes possible projecting and maintaining national power where needed, with the greatest speed and agility, the highest efficiency, and the most reliable level of trust and accuracy.*

USTRANSCOM representatives have visited several of the nation's premier and largest corporations. General officer-led teams benchmarked the best business practices of Fortune 500 companies in transportation and other industries. Products of this effort include partnering between USTRANSCOM and its industry providers to: understand each others' requirements, institute better business practices, provide better service to DTS customers, increase the level of awareness of senior leadership in industry, and develop innovative problem solving approaches. The staff is evaluating and implementing lessons learned from these visits to improve the DTS.

Throughout its strategic planning efforts, USTRANSCOM looks to improve its core processes and customer services with an eye toward achieving the vision for the Armed Forces outlined by the Chairman of the Joint Chiefs of Staff in Joint Vision 2020. The DTS is ready to fulfill that vision!

USTRANSCOM, in partnership with DLA, began work on the Strategic Distribution Management Initiative (SDMI) in late 1999. Focused on improving distribution support to the warfighter, the initiative combined stock positioning strategies with scheduled and synchronized transportation to not only speed delivery of material to the users but also provided reliable service at a cheaper price by avoiding premium transportation costs. No longer an initiative, but instead the way we do business today, USTRANSCOM continues its Strategic Distribution (renamed from SDMI) partnership with DLA and has expanded its flagship pilot in USEUCOM to the USCENTCOM and USPA-COM areas of responsibilities. To date, we have seen worldwide air customer wait time reduced by approximately 20 percent...a significant reduction. Our Strategic Distribution partners continue to evaluate and refine DTS and DOD distribution processes to reach their goal of an end-to-end, intermodal service to our customers at a commercially competitive rate and velocity.

The GWOT has impacted the way we conduct USTRANSCOM's strategic movement of DOD assets. USTRANSCOM and our commercial partners in the DTS must continue to fulfill the strategic mobility mission. The increased threat of terrorism presents new challenges to our general mission. These challenges include: increased force protection costs (both in personnel and funding for ATIFP required physical security equipment); operating in areas with higher force protection conditions (FPCON) and rerouting movements to areas which have a lower threat of terrorism; applying operational risk management processes, and cognizant acceptance of risk.

Geographic Combatant Commanders have the responsibility for force protection within their AOR of USTRANSCOM in-transit forces. This does not preclude USTRANSCOM from

applying criticality, vulnerability, and risk assessment processes. Greater emphasis and synchronization on the fusion of intelligence, operations, and force protection measures will continue. Coordination and threat information flow between USTRANSCOM and the Geographic Combatant Commanders, our commercial partners, and other government agencies, remain preeminent processes in mission planning.

### ***FUTURE INITIATIVES/TECHNOLOGIES***

USTRANSCOM, through its partnerships with other governmental organizations, private industry, and academia, develops joint mobility concepts and investigates new technological innovations to enhance current operations and improve the future DTS. By maintaining an end-to-end perspective, USTRANSCOM seeks out those initiatives that have the greatest promise of optimizing the entire DTS. Several initiatives currently worked by USTRANSCOM could significantly improve the DTS:

*TRANSCOM Regulating and Command & Control Evacuation System (TRAC2ES).* TRAC2ES combines transportation, logistics, and clinical decision elements into an information system capable of visualizing, assessing, and prioritizing patient movement requirements, assigning proper resources, and providing relevant data regarding patient movement to support Lift-Bed Planning and provide patient ITV. In June 2001, USTRANSCOM achieved Initial Operating Capability (IOC), and in August 2001 made distribution of Computer-Based Training software to all DOD Medical Treatment facilities and operational medical commands and their subordinate units. TRAC2ES replaces the Defense Medical Regulating Information System and the Automated Patient Evacuation System that was shutdown and decommissioned in September 2001. At IOC GTN, AMC's Table Management Distribution System and the

Composite Health Care System began feeding information to TRAC2ES. At full operational capability, TRAC2ES will share data with both of these systems, as well as having other interfaces with other defense systems such as the Defense Medical Logistics Support System (DMLSS) that will integrate visibility of critical Patient Movement Items (PMI) that may be accompanying patients during the evacuation process.

*High Speed Sealift (HSS).* USTRANSCOM is examining the potential of a commercially viable, militarily useful, high-speed ship. A notional platform (speed: 50-100 kts, range: 5-10K nm, payload: 75-150K ft<sup>2</sup>, "austere" port capable) is envisioned to have potential utility for military operations. USTRANSCOM's approach is to focus on enabling technologies, rather than vendor marketing concepts. This approach, coupled with its mobility analysis capabilities, enables USTRANSCOM to investigate high-speed sealift platforms that optimize force projection and sustainment capabilities.

*Agile Port.* To realize the full potential of the HSS concept, the improved ocean transit time cannot be sandwiched by constrained ports with limited throughput. Several issues (environmental protection, port congestion, channel/berth depth, landside access, gate processing, aging infrastructure, and labor) affect the ability of ports and terminals to rapidly process military cargo. Through its involvement with the Center for the Commercial Deployment of Transportation Technologies (CCDoTT), USTRANSCOM is examining several avenues to address these challenges. Among them are a lightweight, deployable automated vehicle weighing and measuring system, a marine-rail interface (intermodal sorting done off-pier at an inland site, with a dedicated rail corridor to the terminal facility), and improved AIT capabilities.

*Agile Transportation for the 21<sup>st</sup> Century (AT21).*

USTRANSCOM is pursuing a transportation-related Advance Concept Technology Demonstration (ACTD) designed to improve the DTS. This ACTD will explore ways to leverage efforts mode determination and global optimization, project the force earlier, and integrate operations and logistics. The technology focus will be on database integration, decision support tools, human computer interaction, AIT, and infrastructure.

*Modeling and Simulation (M&S).* USTRANSCOM is committed to the modeling and simulation of a seamless, end-to-end Defense Transportation System (DTS), to include not just our military transportation components and logistics partners but our commercial and multinational ones as well. Our vision is a single M&S environment of interoperable, collaborative models and execution systems providing accurate and consistent answers across the breadth and depth of the DTS. The cornerstone of our mobility research and development modeling technology is the Analysis of Mobility Platform (AMP) project, a single “system of systems” of integrated DTS M&S tools and C2 systems. Its centerpiece is the Joint Flow and Analysis System for Transportation (JFAST) used to determine transportation requirements, perform course of action analysis, and project delivery profiles of troops and equipment via air, land and sea. AMP will secure a link between JFAST, other DTS mobility models and external systems such as GTN, the Joint Simulation System (JSIMS) and the Joint Warfare System (JWARS).

*Business Decision Support System (BDSS).* A web-based decision support system that will provide integrated operational and financial information about the DTS. The system will use data warehousing technology and incorporate sophisticated analysis tools to support the USTRANSCOM JMCG. BDSS will provide the capability to analyze DTS performance and make effective intermodal decisions.

*Intelligent Road and Rail Information Server (IRRIS).* IRRIS combines leading edge computer and web-based technologies to bring together complex transportation information. IRRIS gathers and integrates all types of transportation information about highways, railroads, marine ports, real-time weather, and defense movements, and combines this information into a visual, easy to understand form. Importantly, IRRIS is web-based, providing secure access from personal computers. MTMC is using IRRIS to assist in gaining better oversight of real-time military movements by monitoring the movement of commercial DOD freight carriers. IRRIS can track any surface-based transponder signal on very accurate spatial maps to show the exact location of shipments. IRRIS also provide up-to-the-minute highway deployment readiness information in CONUS and even displays real-time cameras where available.

*Surface Transportation Management System (STMS).* STMS will provide state-of-the-art transportation management capabilities to DOD shippers worldwide. STMS will replace the current Integrated Booking System and Global Freight Management System using commercial-off-the-shelf based software.



***APPENDIX A: SELECTED WORLDWIDE WEB SITES***

**U.S. Transportation Command**

Public Affairs Home Page	<a href="http://www.transcom.mil">http://www.transcom.mil</a>
Global Transportation Network (GTN)	<a href="http://www.gtn.transcom.mil">www.gtn.transcom.mil</a>
World Wide Express (WWX)	<a href="http://public.amc.af.mil/www/www.htm">http://public.amc.af.mil/www/www.htm</a>
AMC Rate Guide	<a href="https://www.amcfm.scott.af.mil/FMB.htm">https://www.amcfm.scott.af.mil/FMB.htm</a>
Joint Operational Support Airlift Center (JOSAC)	<a href="https://josac.transcom.mil">https://josac.transcom.mil</a>
Joint Deployment Training Center	<a href="http://www.jdtc.transcom.mil">http://www.jdtc.transcom.mil</a>
Denton Amendment Requests	<a href="http://www.transcom.mil/J3/denton/apply.htm">http://www.transcom.mil/J3/denton/apply.htm</a>
DOD Customs and Border Clearance	<a href="http://www.transcom.mil/J4/j4lt/Cover-TOC-V.pdf">http://www.transcom.mil/J4/j4lt/Cover-TOC-V.pdf</a>

**Transportation Component Commands**

Air Mobility Command	<a href="https://www.amc.af.mil/index.cfm">https://www.amc.af.mil/index.cfm</a>
Military Sealift Command	<a href="http://www.msc.navy.mil">www.msc.navy.mil</a>
Military Traffic Management Command	<a href="http://www.mtmc.army.mil">www.mtmc.army.mil</a>

**Selected Partners/Customer Sites**

Defense Logistics Agency	<a href="http://www.dla.mil">www.dla.mil</a>
Department of State	<a href="http://www.state.gov">www.state.gov</a>
Department of Transportation	<a href="http://www.dot.gov">www.dot.gov</a>
Federal Aviation Administration	<a href="http://www.faa.gov">www.faa.gov</a>
Federal Emergency Management Agency	<a href="http://www.fema.gov">www.fema.gov</a>
Federal Highway Administration	<a href="http://www.fhwa.dot.gov">www.fhwa.dot.gov</a>
Federal Railroad Administration	<a href="http://www.fra.dot.gov">www.fra.dot.gov</a>
General Services Administration	<a href="http://www.gsa.gov">www.gsa.gov</a>
Maritime Administration	<a href="http://www.marad.dot.gov">www.marad.dot.gov</a>
U.S. Agency for International Development	<a href="http://www.info.usaid.gov">www.info.usaid.gov</a>

**GLOSSARY**  
**PART I - ABBREVIATIONS AND ACRONYMS**

AAFES	Army and Air Force Exchange Service	DFAS	Defense Finance and Accounting System
AAR	Association of American Railroads	DFRIF	Defense Freight Railroad Interchange Fleet
ACTD	Advanced Concept Technology Demonstration	DIRMOBFOR	Director of Mobility Forces
AECC	Aeromedical Evacuation Coordination Center	DHS	Department of Homeland Security
AFWCF	Air Force Working Capital Fund	DLA	Defense Logistics Agency
AIT	Automatic Identification Technology	DOD	Department of Defense
ALD	Available to Load Date (at POE)	DOT	Department of Transportation
ALOC	Air Lines of Communication	DTR	Defense Transportation Regulation
AMC	Air Mobility Command	DTS	Defense Transportation System
AMP	Analysis of Mobility Platform	DUSD(L)	Deputy Under Secretary of Defense (Logistics)
ANG	Air National Guard	EAD	Earliest Arrival Date (at POD)
ANSI	American National Standards Institute	ERT	Emergency Response Team (FEMA)
AOR	Area of Responsibility	FAA	Federal Aviation Administration
APA	Army Prepositioned Afloat	FBI	Federal Bureau of Investigation
APOD	Aerial Port of Debarkation	FEMA	Federal Emergency Management Agency
APOE	Aerial Port of Embarkation	FHA	Federal Highway Administration (FHWA)
APF	Afloat Prepositioning Force	FOB	Free-on-Board (Origin/Dest)
ASMRO	Armed Services Medical Regulating Office	FRA	Federal Railroad Administration
AT21	Agile Transportation for 21 <sup>st</sup> Century	FSS	Fast Sealift Ship
C <sup>2</sup>	Command and Control	FY	Fiscal Year
CAT	Category	GAO	Government Accounting Office
CBL	Commercial Bill of Lading	GBL	Government Bill of Lading
CBP	Corporate Business Plan	GFM	Global Freight Management
CHE	Container Handling Equipment	GPMRC	Global Patient Movement Requirements Center
CJCS	Chairman of the Joint Chiefs of Staff	GSA	General Services Administration
COCOM	Combatant Command	GTN	Global Transportation Network
COMALOC	Commercial Air Lines of Communication	GWOT	Global War on Terrorism
CONUS	Continental United States	HNS	Host Nation Support
CORE	Contingency Response Program	HSS	High Speed Sealift
CRAF	Civil Reserve Air Fleet	IBS	Integrated Booking System
CULT	Common-user Land Transportation	ISO	International Organization for Standardization
DART	Disaster Assistance Response Team	IOC	Initial Operating Capability
DeCA	Defense Commissary Agency	ITV	In-Transit Visibility
DESC	Defense Energy Supply Center	JCS	Joint Chiefs of Staff
		JDTC	Joint Deployment Training Center

JMCG	Joint Mobility Control Group	SDMI	Strategic Distribution Management Initiative
JOPES	Joint Operation Planning and Execution System	SecDef	Secretary of Defense
JOSAC	Joint Operational Support Airlift Center	SLOC	Sea Lines of Communication
JTMO	Joint Traffic Management Office	SPOD	Seaport of Debarkation
JTR	Joint Travel Regulation	SPOE	Seaport of Embarkation
JTTFP	Joint Transportation Technology Focal Point	TACC	Tanker Airlift Control Center
LAD	Latest Arrival Date (at POD)	TALCE	Tanker Airlift Control Element
LMSR	Large Medium Speed Roll-On/Roll-Off Ship	TAV	Total Asset Visibility
LOC	Lines of Communication	TC-ACCIS	Transportation Coordinator Automated Command and Control Information System
LPS	Logistics Prepositioning Ship	TC-AIMS	Transportation Coordinator Automated Information for Movement System
MARAD	Maritime Administration	TCC	Transportation Component Command
MCC	Mobility Control Center	TEA	Transportation Engineering Agency
MHE	Materiel Handling Equipment	TGBL	Through Government Bill of Lading
MILSTAMP	Military Standard Transportation and Movement Procedures	TMO	Traffic Management Office
MPS	Maritime Prepositioning Ships	TOPS	Transportation Operational Personal Property Standard System
MRS BURU	Mobility Requirements Study Bottom-Up Review Update	TPFDD	Time-Phased Force and Deployment Data
MSC	Military Sealift Command	TRAC <sup>2</sup> ES	USTRANSCOM Regulating and Command & Control Evacuation System
MTMC	Military Traffic Management Command	TWCF	Transportation Working Capital Fund
NATO	North Atlantic Treaty Organization	UMMIPS	Uniform Materiel Movement and Issue Priority System
NOR	Net Operating Result	USAID	United States Agency for International Development
OCCA	Ocean Cargo Clearance Office	USCG	United States Coast Guard
OCONUS	Outside Continental United States	USCENTCOM	United States Central Command
OSA	Operational Support Airlift	USEUCOM	United States European Command
PAX	Passenger	USPACOM	United States Pacific Command
POD	Port of Debarkation	USTRANSCOM	United States Transportation Command
POE	Port of Embarkation	VISA	Voluntary Intermodal Sealift Agreement
POTUS	President of the United States	WBE	Wide Body Equivalent
POV	Privately Owned Vehicle	WCF	Working Capital Fund
PREPO	Preposition	WPS	Worldwide Port System
RDD	Required Delivery Date (at destination)	WWX	Worldwide Express
RLD	Ready to Load Date (at origin)	WWW	WorldWide Web
RO/RO	Roll On/Roll Off		
ROS	Reduced Operating Status		
RRF	Ready Reserve Force		
SAAM	Special Assignment Airlift Mission		

**PART II -- TERMS AND DEFINITION**

**Accessorial Service.** A service performed by a carrier in addition to the line-haul.

**Aerial Port.** An airfield that has been designated for sustained air movement of personnel and materiel to serve as an authorized port of entrance or departure to or from the country where located.

**Aeromedical Evacuation.** The movement of patients under medical supervision to and between medical treatment facilities by air transportation.

**Afloat Prepositioning Force (APF).** Shipping maintained in full operational status to afloat preposition military equipment and supplies in support of combatant commanders' operation plans.

**Air Mobility Command (AMC).** The USTRANSCOM Air Force component command responsible for DOD strategic airlift and aerial refueling.

**Allowable Cabin Load (ACL).** The maximum payload which can be carried on an individual aircraft.

**Army Prepositioned Afloat (APA).** Forward-deployed ships loaded with tactical equipment and supplies to support the initial deployment of Army forces.

**Automatic Identification Technology (AIT).** Bar codes, radio frequency tags, or other technology designed to store and automatically communicate the contents of a shipping container or package when it is scanned or prompted for information. AIT is designed to improve both the speed and accuracy of recording and communicating shipping information.

**Available-to-Load Date (ALD).** A day, relative to C-day in a TPFDD, that unit and nonunit equipment and forces can begin loading on an aircraft or ship at the POE.

**Best Value.** Selection of contractors/carriers to support DTS requirements based on a trade-off between cost and other factors, such as past performance and ability to perform service within stated requirements. Low cost will not be the primary factor and it is possible that the low cost carrier will not receive the award in a best value selection. Past performance factors could be: on-time pickup and delivery percentage, lost or damaged cargo percentage, and number of claims. Service factors could be: in-transit visibility (ITV) ability, response time for requirement, and routing ability.

**Breakbulk Ship.** A ship with conventional holds for stowage of breakbulk cargo, below and above deck, and equipped with cargo handling gear.

**Cabotage.** Rules restricting commerce between a nation's ports to carriers of that nation.

**Cargo.** Commodities, supplies, materials, stores, baggage, or equipment in-transit or transported by land, water, or air.

a. Bulk. Dry or liquid cargo (oil, coal, grain, ore, sulfur, or fertilizer) which is shipped unpack-aged in large quantities. Also, air cargo that fits within the dimensions of a 463L pallet and the design height of 96".

b. Containerizeable cargo. Cargo which can be unitized for transportation, supply or storage. Item stowed or stuffed into a container closed SEAVAN or MILVAN.

c. Non-containerizeable cargo. Items which cannot be stowed or stuffed into SEAVANs or MILVANs (i.e. overdimensional or overweight cargo).

d. Oversize. Air cargo which exceeds the dimensions of bulk cargo but is equal to or less than 1,090" in length, 117" in width, and 105" in height.

e. Outsize. Air cargo which exceeds the dimensions of oversize cargo and requires the

use of a C-5 or C-17 aircraft.

f. Source stuffed cargo. Cargo which economically fills a container from a single point of origin.

**Carrier.** Any individual, company, or corporation commercially engaged in transporting cargo, passengers, or household goods.

**Channel Airlift.** Common-user airlift service provided on a recurring basis between two points.

**Channel Traffic.** Passengers and cargo moving over established worldwide routes served by either scheduled DOD aircraft under the control of AMC or commercial aircraft under contract to and scheduled by AMC.

**Charter.** To hire or lease transportation according to conditions agreed upon in a contract document.

**Civil Reserve Air Fleet (CRAF).** A program in which the DOD uses aircraft owned by a U.S. entity or citizen. The aircraft are allocated by the DOT to augment the military airlift capability of the DOD. These aircraft are allocated in accordance with DOD requirements to segments according to their capabilities. These commercial aircraft and crews are allocated in time of emergency for exclusive military use in both international and domestic service.

**Commercial Air Movement.** The movement of a group of persons routed by AMC in regular or chartered commercial air service.

**Commercial Bill of Lading (CBL).** Carrier documentation used for transportation of shipments, such as that used by small package express carriers. It includes the commercial procedures related to the use of such documentation.

**Common-User Lift.** USTRANSCOM-controlled lift: The pool of strategic transportation assets either government-owned or chartered that

are under the operational control of AMC, MSC, or MTMC for the purpose of providing common-user transportation to the DOD across the range of military operations. These assets range from common-user organic or the chartered pool of common-user assets available day-to-day, to a larger pool of common-user assets phased in from other sources.

**Container.** A standardized, demountable receptacle for transporting cargo on a chassis, rail car, or vessel that meets ANSI and ISO requirements.

a. Dromedary. A container that can be mounted behind the power unit of a truck or carried on a flatbed trailer or in a van and which can be used to transport less-truckload shipments of classified or other sensitive material.

b. Flat-rack. Open top and sided ISO containers with two removable/adjustable ends.

c. Half-height. Standard ISO containers with one end door and an open top.

d. MILVAN. Military-owned demountable container that conforms to U.S. and international standards and operates in a centrally controlled fleet for movement of military cargo.

e. Military Sealift Command van. Container leased and controlled by MSC.

f. SEAVAN. Commercial or government-owned (or leased) shipping containers that are moved via ocean transportation without bogey wheels attached.

**Container Handling Equipment (CHE).** Materiel handling equipment (MHE) required to specifically receive, maneuver, and dispatch containers.

**Containerization.** The use of containers to unitize cargo for transportation, supply, and storage. Containerization incorporates supply,

transportation, packaging, storage, and security together with visibility of a container and its contents into a distribution system from source to user.

**Containership.** A ship specifically constructed and equipped to carry only containers. Containerships are usually nonself-sustaining and do not have built-in capability to load or off-load containers, and require port crane service. A container ship with shipboard installed cranes, capable of loading and off-loading containers without assistance of port crane service, is considered self-sustaining.

**Continental United States (CONUS).** The 48 contiguous states and the District of Columbia.

**Contingency Response (CORE) Program.** Transportation emergency preparedness program designed to ensure that the DOD receives priority commercial transportation services during defense contingencies prior to the declaration of national emergency and during mobilization.

**CONUS Freight Management System (CFM).** Installation traffic management system that automates freight rating and routing functions, and prepares GBLs.

**Customer.** Any authorized user of the DTS.

**Customs and Borders Clearance.** DOD policy, procedures, and responsibilities which establish US forces compliance with customs, agricultural, and other requirements for entry and exit of selected countries.

**Defense Freight Railway Interchange Fleet (DFRIF).** A fleet of freight cars built and maintained to the standards established by the Association of American Railroads (AAR) and the Department of Transportation. These cars are suitable for shipping DOD cargo over the commercial railroad system throughout North America, including Alaska, Canada, and Mexico.

**Defense Transportation System (DTS).** That portion of the Nation's transportation infrastructure that supports DOD common-user transportation needs in peace and war. The DTS consists of military and commercial assets, services, and systems organic to, contracted for, or controlled by the DOD.

**Denton Amendment Cargo.** Humanitarian cargo donated by private citizens or organizations that may move on a space available basis within the DTS.

**Destination Station.** A location where a shipment or mission ceases. Location may be the ultimate user or consumer of the shipment.

**Director of Mobility Forces (DIRMOBFOR).** A senior officer, familiar with the area of responsibility or joint operating area, that possesses an extensive background in airlift operations. The DIRMOBFOR serves as the designated agent for all airlift issues, exercising coordinating authority between the airlift coordination cell, the air mobility element, the TACC, the joint movement center, and the air operations center in order to resolve airlift issues.

**Disaster Assistance Response Team (DART).** A rapidly deployable team provided by USAID to respond to international disasters.

**Disqualification.** Action taken by AMC, MTMC, MSC, or a theater Combatant Commander resulting in the exclusion of a carrier from transporting DOD shipments from one or more origin points for specific routes or for all routes.

**Earliest Arrival Date (EAD).** A day relative to C-day that is the earliest day a shipment can be accepted at a port of debarkation. When used with latest arrival date, it defines a delivery window for transportation planning.

**Free-on-Board (FOB).** This term is used with the designation of a physical point to determine the responsibility and basis for payment of freight

charges and, unless otherwise agreed, the point at which title for supplies passes to the buyer or consignee.

a. **FOB destination.** Free on board at destination, or where the seller or consignor delivers the supplies on the seller’s or consignor’s conveyance to a specified de-livery point. In this case, unless the contract provides otherwise, the cost of shipping and the risk of loss are borne by the seller or consignor.

b. **FOB origin.** Free on board at the place of origin, or where the seller or consignor places the supplies on the conveyance by which they are to be transported. Unless the contract provides otherwise, the cost of shipping and the risk of loss are borne by the buyer or consignee.

**Frequency Channels.** A frequency channel may be set up when traffic requirements do not support the desired frequency of service. Frequency channels may be requested on the basis of operational necessity for support of a mission sensitive area or for quality of life purposes to remote areas.

**Global Freight Management (GFM) System.** The DOD’s primary automated transportation management system to support DOD Traffic Officers (TOs) in procurement of commercial freight transportation services in peace and war with emphasis on service, economy, and readiness. GFM supports carrier selection, costing, shipment documentation, pre-payment audits, and management of DOD freight movements in CONUS. GFM also supports an automated interface for existing DOD contracts with Small Package (shipments less than 150 pounds) domestic and international carriers.

**Global Patient Movement Requirements Center (GPMRC).** A “one-stop” center for customers to identify patient movement require-

ments and provide related metrics and biostatistical data for senior management decision making. GPMRC receives movement requests, establishes the appropriate destination and mode of travel, and forwards these requirements to the appropriate agency for mission execution.

**Global Transportation Network (GTN).** The automated command and control information system that enables USTRANSCOM and its components to provide global transportation management. GTN provides integrated transportation data and systems necessary to accomplish global transportation planning, command and control, and in-transit visibility during peace and war.

**Government Bill of Lading (GBL).** A government document used to procure transportation and related services from commercial carriers.

**Guaranteed Traffic.** A MTMC/AMC rate and service agreement negotiated on behalf of DOD shippers with commercial carriers. Under this agreement, carrier(s) commit to provide transportation services in return for the right to all traffic from and to certain locations, regions, or geographic areas for a specific amount of time.

**Host Nation Support (HNS).** Civil and/or military assistance rendered by a nation to foreign forces within its territory.

**Intermodal.** Type of cargo shipment system that permits transshipping among sea, highway, rail, and air modes of transportation through use of ANSI/ISO standard containers, line-haul assets, and handling equipment.

**International Organization for Standardization (ISO).** A specified international agency for standardization. This agency is comprised of members from more than 80 countries in an effort to promote worldwide agreement of international standards.

**Intertheater.** Between theaters or between the continental U.S. and theaters. When concerning transportation, also referred to as strategic.

**In-Transit Visibility (ITV).** The ability to track the identity, status, and location of DOD unit and nonunit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; medical patients; and personal property from origin to consignee or destination established by the combatant commanders, the Services, or DOD agencies during peace, contingencies, and war.

**Intratheater.** Within a theater of operations. When concerning transportation, also referred to as theater.

**Joint Deployment Training Center (JDTC).** The center established to develop standardized joint deployment and common transportation doctrine, core curriculum, education, and training for the Department of Defense to ensure effective and efficient joint deployment and transportation support to the warfighting combatant commanders.

**Joint Logistics Over-the-Shore (JLOTS).** See logistics over-the-shore.

**Joint Mobility Control Group (JMCG).** The focal point for coordinating and optimizing transportation operations. The JMCG is comprised of USTRANSCOM's MCC, JOSAC, JICTRANS, GPMRC, TACC, MSC command center, and MTMC command center.

**Joint Operational Support Airlift Center (JOSAC).** Part of the Joint Operational Support Airlift Division in USTRANSCOM's TCJ3/4 Directorate. The center performs consolidated scheduling of CONUS operational support airlift (OSA) aircraft, achieving war-time readiness by supporting the highest priority peacetime DOD missions.

**Joint Traffic Management Office (JTMO).** The MTMC organization that provides freight

traffic management services, common-user ocean terminal support, operational management of defense intermodal containers, and ocean cargo booking for sealift cargo, to the DOD. It serves as USTRANSCOM's focal point for the execution of surface intermodal movements within the DTS. Its mission includes domestic and international freight, cargo, and container movements. Personal property and commercial travel movements are not part of the JTMO's mission.

**Joint Transportation Technology Focal Point (JTTFP).** The JTTFP will be the principal liaison with civil modal authorities and associations on the design and utilization of transportation resources and infrastructure. A part of USTRANSCOM, the JTTFP will serve as the DOD's focal point for the exploration, assessment, and exploitation of future and emerging transportation-related technologies.

**Latest Arrival Date (LAD).** A day relative to C-day as the latest date when a shipment can arrive and complete unloading at a port of debarkation and support the concept of operations. See also earliest arrival date.

**Less-Carload.** A quantity of cargo less than that required for the application of a carload rate.

**Less-Truckload.** A quantity of cargo less than that required for the application of a truckload rate. Also called "less than truckload."

**Line-Haul.** Transportation of cargo over carrier routes from point of origin to destination, excluding local pickup, delivery, local drayage, and switching services.

**Line of Communication (LOC).** A route, either land, water, or air which connects an operating military force with a base of operations and along which supplies and military forces move.

**Loaded to Capacity.** A conveyance loaded to its cube or weight-carrying capacity. Also, a conveyance loaded with that quantity of material

hat is so filled that no more like material, in the shipping form tendered, can be loaded in or on the conveyance.

**Logistics Over-the-Shore (LOTS).** Loading and unloading of ships without benefit of fixed port facilities, in friendly or nondefended territory, and in time of war, during phases of theater deployment in which there is no enemy opposition. See also Joint Logistics Over-The-Shore.

**Maritime Administration (MARAD).** The DOT agency that administers laws and programs designed to maintain a merchant marine capable of meeting the Nation's shipping needs for both domestic and foreign commerce and national security. MARAD advances the capabilities of the maritime industry to provide total logistical support to the military Services by maintaining an active Ready Reserve Force (RRF); administering the Voluntary Intermodal Sealift Agreement (VISA); acquiring U.S.-flag, U.S.-owned and other militarily useful merchant ships; operating as the national shipping authority to obtain NATO-flag ships to support U.S. requirements; ensuring the readiness of strategic commercial seaports; administering the Vessel War Risk Insurance program; and sponsoring merchant mariner training programs for both licensed and unlicensed seamen.

**Maritime Prepositioning Ships (MPS).** Civilian-crewed, MSC-chartered ships that are organized into three squadrons and are usually forward deployed. These ships are loaded with prepositioned equipment and 30 days of supplies to support an expeditionary force of up to 17,000 Marines.

**Materiel Handling Equipment (MHE).** Mechanical devices for handling of supplies with greater ease and economy. See also Container Handling Equipment.

**Military Sealift Command (MSC).** The USTRANSCOM Navy component responsible for providing sealift service.

**Military Traffic Management Command (MTMC).** The USTRANSCOM Army component responsible for military traffic, CONUS air and land transportation, and common-user water terminals.

**MILVAN.** See containers.

**Mobility Control Center (MCC).** USTRANSCOM's single focal point for all ongoing transportation operations.

**Multi-Modal.** A term applied to the movement of passengers and cargo by more than one method of transportation.

**Operational Support Airlift (OSA).** Those fixed-wing aircraft acquired and/or retained exclusively for movements of high-priority passengers and cargo with time, place, or mission-sensitive requirements.

**Opportune Cargo.** That cargo eligible and funded for lift on a DTS mission but without specific lift scheduled against it (e.g., cargo awaiting channel lift at an AMC aerial port).

**Opportune Lift.** That portion of lift capability available for use after planned requirements have been met.

**Organic Airlift.** Airlift provided by aircraft owned/operated by each Service.

**Overseas.** All locations, including Alaska and Hawaii, outside the continental U.S.

**Pallet.** A flat base for combining stores or carrying a single item to form a unit load for handling, transportation, and storage by materiel handling equipment.

- a. 463L System. Aircraft pallets, nets, tie downs, coupling devices, facilities, handling equipment, procedures, and other components

designed to interface with military and civilian aircraft cargo restraint systems.

b. Palletized Load System (PLS) Flatrack. Topless, sideless container component of palletized load system, some of which conform to ISO specifications.

c. Warehouse. A two deck platform, usually wooden, used for handling several packages as a unit.

**Port of Debarkation (POD).** The geographic point at which cargo or personnel are discharged. May be a seaport or aerial port of debarkation. For unit requirements, it may or may not coincide with the destination.

**Port of Embarkation (POE).** The geographic point in a routing scheme from which cargo or personnel depart. May be a seaport or aerial port from which personnel and equipment flow to port of debarkation. For unit and nonunit requirements, it may or may not coincide with the origin.

**Preposition (PREPO).** To place military units, equipment, or supplies at or near the point of planned use or at a designated location to reduce reaction time, and to ensure timely support of a specific force during initial phases of an operation.

**Priority.** Precedence for movement of traffic, personnel, or cargo.

**Ready Reserve Force (RRF).** U.S. government-owned fleet of commercially designed deep-draft ships of various configurations and capabilities maintained by MARAD to respond within four, five, ten, or twenty days to national emergency sealift requirements, particularly the movement of military unit equipment.

**Ready to Load Date (RLD).** The day, relative to C-day, in a TPFDD when the unit, equipment, and forces are prepared to depart their origin on organic transportation or are prepared to begin

loading on USTRANSCOM provided transportation.

**Receiver.** The activity or agency at which the DTS shipment terminates. The activity is usually the ultimate consignee, but may also be the agent for the ultimate consignee (e.g., a central receiving point or a temporary storage point for the ultimate consignee).

**Reduced Operating Status (ROS).** The condition of readiness in terms of calendar days required to attain full operational status.

**Required Delivery Date (RDD).** A date, relative to C-Day, when a unit must arrive at its destination and complete offloading to properly support the concept of operations.

**Requirements Channel.** AMC channel that services two points on a recurring basis, with actual movements dependent on volume of traffic.

**Retrograde Cargo.** Cargo moving in the reverse direction of the normal flow of material provided in support of the using theater.

**Sealift Enhancement Program (SEP).** Special equipment and modifications which adapt merchant-type dry cargo ships and tankers to specific military missions. They are typically installed on RRF ships or ships under MSC control. Sealift enhancements fall into three categories: productivity, survivability, and operational enhancements.

**Service Failure.** Carrier noncompliance with applicable tenders, tariffs, contracts, laws, regulations, GBL instructions, or commitments to the shipper(s).

**Service-Unique.** Equipment, operations, and resources that are specific to individual DOD component commands.

**Shipper.** A Service or agency activity (including the contract administration or purchasing office

for vendors) or vendor that originates shipments. The functions performed include planning, assembling, consolidating, documenting, and arranging material movement.

**Single Port Manager.** MTMC is the DOD-designated single port manager for all common-user seaports worldwide. The single port manager performs those functions necessary to control the strategic flow of the deploying forces' equipment and sustainment supply between SPOE and hand-off to the theater combatant commander in the SPOD. The single port manager is responsible for providing strategic deployment status information to the combatant commander and to work the SPOD port operator based on the combatant commander's priorities and guidance. The single port manager is responsible through all phases of a theater port operations continuum, from a bare beach deployment to a commercial contract supported deployment.

**Space Available (Space A) Cargo.** That cargo eligible for, but unfunded for movement within the DTS.

**Special Assignment Airlift Mission (SAAM).** Airlift requirements, including CJCS-directed or coordinated exercises, that require special consideration because of the number of passengers involved, weight or size of cargo, urgency of movement, sensitivity, or other valid factors that preclude the use of channel airlift.

**Special Train Service.** The expedited movement of rail cars in unscheduled service between specified points under special arrangements with the American Association of Railroads (AAR).

**Sponsoring Service.** DOD component that validates initial requirements and sponsors a particular activity, movement, or operation.

**Standing Route Order.** A route order issued which covers repetitive movements (two or more shipments per month) of specific items between points in CONUS or intratheater by any mode of transportation when the origin, destination, commodity(ies), and frequency of shipments constitute a repetitive traffic pattern. See also guaranteed traffic.

**Strategic Airlift.** The common-user airlift linking theaters to CONUS and to other theaters as well as the airlift within CONUS. These airlift assets are assigned to USTRANSCOM. Due to the inter-theater ranges usually involved, strategic airlift is normally comprised of the heavy, longer range, intercontinental airlift assets but may be augmented with shorter range aircraft when required.

**Strategic Mobility.** The capability to deploy and sustain military forces worldwide in support of national strategy.

**Strategic Sealift.** The afloat prepositioning and ocean movement of military materiel in support of U.S. and Allied forces or other government-sponsored materiel deemed in the national interest. Includes government-owned and commercially acquired shipping (U.S. and foreign flag) and associated shipping services.

**Strategic Transportation.** Movement between theaters or between the CONUS and a theater.

**Surge.** Refers to a sudden increase in the volume of movement requirements as applied to the DTS.

**Tanker Airlift Control Center (TACC).** The AMC direct reporting unit responsible for tasking and controlling operational missions for all activities involving forces supporting USTRANSCOM global air mobility missions. TACC functions are: current operations, command and control, logistics operations, aerial port operations, aeromedical evacuation, flight planning, diplomatic clearances, weather, and intelligence.

**Tanker Airlift Control Element (TALCE).** A mobile command and control organization deployed to support strategic and theater air mobility operations at fixed, en route, and deployed locations where air mobility operational support is nonexistent or insufficient. The TALCE provides on-site management of air mobility airfield operations to include command and control, communications, aerial port services, maintenance, security, transportation, weather, intelligence, and other support functions, as necessary.

**Tariff.** A publication containing rates, rules, regulations, and charges applying to commercial/military transportation and accessorial services which is published by a provider of transportation to announce the terms on which it will provide transportation. Some tariffs are required and/or regulated by government regulatory bodies.

**Tender.** A typed or electronic voluntary or negotiated offer by a qualified carrier to provide transportation service to the U.S. Government at specified rates or charges and submitted by the carrier to a central authority for official acceptance and authorization for use to route traffic.

**Theater.** A geographic area outside CONUS for which a commander of a combatant command has been assigned responsibility.

**Theater-Assigned Transportation Assets.** Transportation assets assigned under the command of a geographic combatant command.

**Through Government Bill of Lading (TGBL).** A bill of lading that is issued by a U.S. Government activity to document overseas, intermodal, and through movement of cargo from initial point of origin to final destination.

**Times.**

- a. C-Day. The day on which deployment operations commence.
- b. D-Day. The day on which a particular operation commences.
- c. M-Day. The day on which full mobilization commences.
- d. N-Day. The day on which an active duty unit is notified for deployment.
- e. R-Day. The day on which redeployment operations commence.
- f. S-Day. The day on which the President authorizes selective Reserve callup.
- g. T-Day. The day on which the President authorizes partial mobilization.
- h. W-Day. The day associated with an adversary decision to prepare for war (unambiguous strategic warning).
- i. F-Hour. The effective time that SecDef authorizes to mobilize reserve units.
- j. H-Hour. The effective time on D-Day an operation commences.
- k. L-Hour. The effective time on C-Day deployment operations commence.

**Ton.** A unit of capacity for cargo:

- a. Long Ton (LTON) equals 2,240 pounds.
- b. Measurement Ton (MTON) equals 40 ft<sup>3</sup>.
- c. Metric Ton (MT) equals 2,204.6 pounds.
- d. Short Ton (STON) equals 2,000 pounds.

**Total Asset Visibility (TAV).** The capability to provide timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, and supplies.

**Traffic Management.** The direction, control, and supervision of all functions incident to the procurement and use of cargo, passenger, and personal property transportation services.

**TRANSCOM Regulating and Command & Control Evacuation System (TRAC<sup>2</sup>ES).** TRAC<sup>2</sup>ES integrates medical regulation and aeromedical evacuation while supporting and improving patient movement practices. The system supports deliberate and crisis action patient movement planning and ensures total patient and medical asset visibility and patient in-transit visibility.

**Transportation Component Commands (TCC).** The three component commands of USTRANSCOM: Air Force's Air Mobility Command (AMC); Navy's Military Sealift Command (MSC); and Army's Military Traffic Management Command (MTMC). Each TCC remains a major command of its parent Service and continues to organize, train, and equip its forces as specified by law. Each TCC continues to perform Service-unique missions.

**Transportation Intelligence.** Intelligence analysis of unique interest and concern to transportation planning and execution, including transportation facilities, networks, and capabilities.

**Transportation Operating Agencies.** Those Federal agencies having responsibilities under national emergency conditions for the operational direction of one or more forms of transportation.

**Transportation Priority.** An indicator assigned to eligible traffic that establishes its movement precedence by air, land, or sea within the DTS.

**Transportation Working Capital Fund (TWCF).** The USTRANSCOM portion of the WCF transportation business area.

**Transshipment Point.** Point where the responsibility for an in-transit shipment is transferred from one mode or conveyance to another for further transportation to the consignee.

**Uniform Materiel Movement and Issue Priority System (UMMIPS).** DOD Dir 4410.6, Chap 5, Part F, specifies incremental time standards for requisition, issue, and movement of materiel for the DOD. The time standards apply to all transportation modes in peace and war and vary according to the priority and ultimate destination of the shipment.

**United States Transportation Command (USTRANSCOM).** The unified command with the mission to provide air, land, and sea transportation for DOD across the range of military operations in both peace and war. USTRANSCOM controls all DOD transportation assets except those that are Service-unique or theater-assigned.

**Voluntary Intermodal Sealift Agreement (VISA).** Provides the DOD with assured access to U.S. flag assets, both vessel capacity and intermodal systems, to meet the DOD contingency requirements. The concept is modeled after the DOD's civil reserve air fleet program. Carriers will contractually commit specified portions of their fleet to meet time-phased DOD contingency requirements.

**Waybill.** A document containing a list of goods and shipping instructions relative to a shipment.

**Working Capital Fund (WCF).** A revolving industrial fund concept for a large number of defense support functions, including transportation. Utilizes business-like cost accounting to determine total cost of business activity.



# USTRANSCOM

United States Transportation Command