HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400
APO AE 09131-0400

DIRECTIVE
NUMBER 64-1 **30 October 2003**

TRANSPORTATION

Transportation Policy and Management

This Directive supersedes ED 64-1, dated 20 June 2000.

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GLOSSARY

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EXECUTIVE SUMMARY

1. **Summary.** This directive:

a. Establishes transportation policy and provides authoritative direction to achieve unified action in transportation related activities in the United States European Command (USEUCOM) Area of Responsibility (AOR) (JP 0-2).

b. Provides a framework for accomplishing transportation missions and functions that are executed by the:

(1) Combatant Commander, exercising directive authority for logistics Unified Action Armed Forces (UNAAF) and 10 U.S.C. 164.

(2) Service Components, exercising responsibilities for administration and support of assigned forces (DoD 5100.1).

(3) Other Combatant Commanders and Department of Defense (DoD) Agencies, in a supporting or supported role.

c. Sets requirements to achieve unified application of transportation resources in the USEUCOM AOR to achieve an effective and efficient transportation system that works within the overall Defense Transportation System (DTS). These include movement control, traffic management, terminal operations, and mode operations units and organizations, along with facilities, infrastructure, and communications that support them.

This Directive supersedes ED 64-1, dated 20 June 2000.

2. **Applicability.**

a. This directive applies to all U.S. military forces and activities within the USEUCOM AOR, unless otherwise specified in operation plans or operation orders issued by HQ USEUCOM. In such situations, the guidance contained in the operation plan or order takes precedence.

b. This directive does not apply to transportation of personal property, covered by DoD 4500.9R Part IV and ED 60-7.

c. This directive provides general guidance for transportation of hazardous materials. Specific guidance is provided by references in Appendix H.

d. The term Service Component refers to USEUCOM Service Components United States Army Europe (USAREUR), United States Air Force Europe (USAFE), United States Naval Forces Europe (USNAVEUR), Marine Forces Europe (MARFOREUR), and Special Operations Command Europe (SOCEUR) unless otherwise specified. The term Defense Agency refers to all other DoD activities that may have a role or mission in the USEUCOM AOR.

3. **Internal Control Systems.** This Directive contains internal control provisions but does not contain checklists for conducting internal reviews and is subject to requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.

4. **Suggested Improvements**. The proponent of this publication is ECJ4-PM-MB. Suggested improvements should be sent to HQ USEUCOM, UNIT 30400, APO AE 09131, ATTN: ECJ4-PM-MB.

5. **References.** See Appendix H.

CHAPTER I

THE THEATER TRANSPORTATION SYSTEM

1. **Overview.**

USEUCOM, one of five U.S. geographic unified commands, encompasses major portions of Europe, Africa, Russia, and the Middle East, covers an area of more than 20 million square miles, and is home to more than a billion people. The people and their institutions in this Area of Responsibility (AOR) represent the widest possible differences in prosperity, stability, politics, religion, and attitude towards the United States. The USEUCOM theater is one of diversity, conflict, and change. There are areas that pose significant dangers both to continued progress and, ultimately, to the vital interests of the U.S. The need for a robust transportation system to respond to these dangers is therefore critical.

2. **Goals of the Theater Transportation System**.

a. The theater transportation system is designed to support the goals of the National Military Strategy and the USEUCOM Combatant Commander's Strategy, and to fulfill requirements to other combatant commanded when EUCOM is assigned a supporting command role.

b. A critical element of USEUCOM readiness is the ability to move and sustain U.S. forces wherever and whenever required. This requires sufficient and capable infrastructure, facilities, airlift, sealift, inland surface transport, command and control, total asset visibility, and host nation support. The ability to successfully execute and sustain joint transportation and movements requires both investment in these resources and the training and readiness of the transportation and movement control forces that are critical enablers. The ability to sustain forces, anywhere in the USEUCOM AOR, requires a distribution system that integrates Service capabilities, contracted or Host Nation Support (HNS), and support from the United States Transportation Command (USTRANSCOM).

c. Strategic Distribution (SD). Charged with enterprise level redesign and optimization of the DoD global distribution system, SD enables logistics process improvements that balance customer service, cost, readiness, and sustainability. The overall goal of SD is to implement an agile global distribution network providing increased movement velocity and time-definite delivery.

3. **Scope of the Theater Transportation System Mission**. The Theater Transportation System mission derives from the requirement to deploy and sustain U.S. Forces and support programs associated with the Combatant Commander's strategy. In both cases it is limited to certain classes of cargo and passengers.

a. Cargo. Cargo is limited to that which is eligible to travel in duty free status under the auspices of the NATO Form 302 and/or other customs documents, as required. Duty free cargo includes:

(1) U.S. Forces and their impedimenta.

(2) Cargo destined for U.S. Forces consignees.

(3) Cargo bound for organizations directly supporting the employment or sustainment of U.S. Forces or their personnel, to be used by those organizations to support or sustain the force.

(4) Transportation of third party cargo or personnel as may be necessary in support of Humanitarian Assistance circumstances as determined by HQ USEUCOM and as authorized by appropriate Defense Department regulation.

(5) Cargo titled to a U.S. governmental entity. Defense foreign military sales agencies must ensure that cargo destined for clients remain under U.S. title until delivery.

(6) Transportation of excess property and material out of the area of operation.

b. Passengers duly authorized to be in pursuit of U.S. official business.

c. USEUCOM assigned governmental personnel and their dependents traveling in a leisure status.

d. Passengers of Allied, Host Nation and Non-Governmental Agencies as authorized by appropriate Defense Department regulations.

e. HAZMAT, WMD, Classified. Special circumstances apply to these type shipments. See other sections for details.

Components will develop internal procedures addressing all these instances in their execution of the traffic management, movement control, and transportation support missions.

4. **Components of the Theater Transportation System**.

a. Defense Transportation System (DTS) and the Theater Transportation System. The theater transportation system is comprised of common user, Defense Agency and Service-organic or procured resources. These resources consist of infrastructure and assets which may be DoD owned or controlled (commercial contracted or tendered), or host nation or commercial sector owned and controlled. That portion of the theater transportation system that supports common user requirements is said to be the theater portion DTS. The theater transportation system operates on a spectrum of operations from the day-to-day movement of goods and passengers, where traffic management principles such as cost and efficiency drive modal and routing choices to force deployment, where the commander's required delivery date drives modal and routing decisions. The Combatant Commander is responsible for ensuring polices are developed and in place that result in a theater transportation system that will efficiently, accountably, and reliably support the full range of USEUCOM operations in both these environments.

b. Infrastructure and Assets. Infrastructure consists of physical capital plant such as airports and seaports, rail lines and their stations, highways, intra-coastal waterway canals and lock systems and the depots, installations, camps and stations hosting U.S. forces. Assets consist of air and surface transportation conveyances that travel the infrastructure. Ownership of the physical assets is also a mixture of Host Nation, commercial enterprise, Service Component and Non-governmental Agency organizations. Infrastructure that is utilized to generate or facilitate distribution or deployment is referred to as the Lines Of Communication. Within the LOC, infrastructure is differentiated into modal channel types.

c. Transportation Services. Consists of management and execution necessary to operate the assets and transportation infrastructure. Management includes movement control, traffic management, port management, tender/convention/agreement negotiation, freight consolidation and surface and air channel management. Execution consists of operating the physical assets, and cargo, passenger or forces handling such as transferring cargo between modes, cargo documentation and accountability and in-transit visibility actions.

5. **Principles of the Theater Transportation System**.

a. **Integrated Traffic Management**.

(1) **Organizational Integration**.

(a) The benefits of integrated traffic management to the combatant commander are reduction of needless duplication of services and resources, visibility of theater transportation operations and costs, promulgation of "best practices" throughout the theater transportation system, and maintenance of a uniformly high standard of service to customers and end-users. During the early 1990s' the role of the Military Traffic Management Command in theater traffic management was curtailed. Each Component was given responsibility to perform this service for their own movements, or if designated as Most Capable Service, for other Components in a defined geographical area (see ED 60-11, *Common User Logistics*, and paragraph 5.e below). There is now no single organization providing consolidated traffic management for the USEUCOM AOR. Integrated traffic management can only occur if Services and Defense Agencies execute their traffic management mission IAW the contents of this directive and USAREUR Reg 55-355, and coordinate execution with one another and USEUCOM (ECJ4-LO for operational issues, ECJ4-PM for policy issues). Direct coordination is required and authorized among movement control organizations in the USEUCOM AOR. This includes, but is not necessarily limited to the USEUCOM Joint Movement Center (JMC), HQ USAFE and the Air Mobility Operations Control Center (AMOCC), HQ USAREUR Movement Operations Center (MOC) and the 1st Transportation Movement Control Agency (1st TMCA), HQ USNAVEUR, HQ MARFOREUR, USTRANSCOM Transportation Component Commands, and other organizations and supporting commands operating in the USEUCOM AOR.

(b) A velocity-based distribution system is a key element of SD. The coordinated efforts of the DLA, USTRANSCOM, and USEUCOM are key to ensuring a viable, multi-modal, synchronized end-to-end distribution process.

(2) **Procedural Integration**. Service execution of the transportation mission must account for the fact that peacetime, exercise, and contingency/ wartime operations are executed by the same organizations, utilize the same infrastructure and may occur concurrently. USEUCOM Component transportation implementing regulations will achieve this by insuring they harmonize DoD 4500.9-R, *Defense Transportation Regulation* (DTR), CJCSM 3122.02, Joint Operation Planning and Execution System (JOPES) Vol. III, Crisis Action TPFDD Development and Deployment Execution, and CJCSM 3122.01, JOPES Vol. I, Planning Policies and Procedures at the Operational Level.

b. **Visibility of Movements**. Visibility of cargo movement throughout EUCOM is critical in providing timely and accurate logistical support to the Joint Warfighter. The physical location of an item in-transit must be made known to the Combatant Commander, consignees, consignors and the transit installations that make up the LOC in as close to real time as possible. Services and Defense Agencies must ensure that their Automated Information Systems (AIS), Automatic Identification Technology (AIT) and policies/procedures capture item level detail and propagate visibility in a timely manner to GTN in accordance with the DoD Logistics Implementation Plan (LIP) for Automatic Identification Technology (AIT) and EUCOM Directive 66-2. Timeliness requirements in the DoD LIP for AIT and ED 66-2 include:

(1) **Unit Strategic Movements**. The arrival and departure of unit personnel and equipment at all nodes from origin to destination will be visible in GTN *within 1 hour of the event*.

(2) **Sustainment Airlift**. The arrival and departure of sustainment air cargo and personnel at all nodes from origin to destination will be visible in GTN *within 1 hour of the event*.

(3) **Sustainment Sealift**. The arrival and departure of sustainment ocean cargo at all nodes from origin to destination will be visible in GTN *within 4 hours of the event*.

(4) **Intratheater and CONUS Movements .** The arrival and departure at all nodes of non-unit cargo originating or terminating in a theater or CONUS will be visible in GTN *within 2 hours of the event*.

In addition to timely and accurate in-transit visibility, item delivery and requisition close out must be established after the consignee receives the item in order to close out the visibility process.

c. **Transportation is Operational**. The various aspects of transportation in the EUCOM AOR, including movement control, traffic management, etc, address either the planning or execution of operational issues. Services and Defense agencies requiring USEUCOM involvement or assistance in their execution of the transportation mission must document their need in operational SITREP channels. This is especially critical if the requirement affects JTF or deployment operations.

d. **Transportation Satisfies Organizational Requirements**. Transportation in EUCOM must not be seen as simply "moving things, " but instead as getting the right thing to the right

place at the right time. Components executing the transportation mission must be sensitive to operational circumstances requiring changed delivery locations such as diversions or reallocation of inbound materiel to organizations with a higher Combatant Commander priority. They must ensure that local procedures and systems reconcile the delivery of cargo and passengers with a changing operational picture at any location.

e. **Common User Logistics**. As a corollary to the principle of integrated traffic management, USEUCOM employs the principle of most capable service to provide theater traffic management, movement control and common user transportation services. Under Common User Logistics, HQ USEUCOM assigns a service component with the responsibility for providing or coordinating transportation support to other Services and DoD agencies. These assignments are made based on geographical or contingency circumstances, as the best solution is most often the result of what component has the most robust presence in a given area or the role they are playing in a given contingency. Components with a requirement for a transportation service beyond their organic capabilities in a certain area must rely on local transportation provided by the most capable service for that area.

6. **Roles and Responsibilities**.

a. HQ USEUCOM is responsible for command preparedness to accomplish the following specified transportation related missions within the USEUCOM AOR.

(1) Determine theater operational priorities for transportation, and when necessary, resolve competing service movement requirements.

(2) Establish an integrated transportation system and effective distribution network and the necessary policies and directives for the effective use of theater military and commercial transportation assets. (JP 4-01; JP 4-01.5).

(a) Develop support arrangements/requirements from supporting commands and ensure adequate Command Arrangement Agreements (CAA), Memoranda of Understanding (MOU), or Memoranda of Agreement (MOA) are in place. (JCS Pub 4-01; USTRANSCOM-USEUCOM CAA dated 22 July 1998).

(b) Ensure U.S theater and transportation plans and operations are synchronized and coordinated internally and with NATO and other allies through representation in international planning boards and committees. (NATO MC 319; NATO Allied Movement Publication 2)

(c) Provide Service Components with tenders and conventions with which to move cargo and personnel by commercial rail, truck, bus, and barge transportation. Intratheater Commercial Transportation Branch (ICTB) procures commercial surface transportation via tender of service, conventions and agreements upon request of Service Components. This does not preclude USTRANSCOM organizations from providing door-to-door service from CONUS for selected items of cargo or to provide onward movement of cargo from the port to the final destination upon request. (See USAREUR Regulation 55-355/USAFEI 24-201/NAVEUR Instruction 4600.7F)

(d) Represent U.S. forces operating in the USEUCOM AOR for transportation negotiations with nations, industry, and NATO, unless delegated to Service Components or Supporting commands.

(e) Resolve U.S. transportation shortfalls within the AOR.

(f) Monitor execution of transportation operations.

(g) Maintain a Joint Movement Center (JMC) to execute the USEUCOM Commander's strategic and intra-theater transportation system to include planning, allocating, coordinating, monitoring, and deconflicting the movement of air, sea, and ground modes of transportation within the EUCOM AOR. Keep the Commander, USEUCOM and the Director, ECJ4 informed of critical movements in the theater. Activate a Joint Transportation Board (JTB) for strategic and operational level apportionment and allocation as required.

(h) Address customs and diplomatic clearance requirements, procedures for their execution and the resolution of impasses occurring during their execution with Host Nation, Territorial or other duly recognized authorities for the full range of transportation missions described at paragraph 3. Ensure dissemination of negotiated agreements and implementing requirements.

(i) Establish and maintain a viable customs training program.

(3) Coordinate and integrate airlift operations in the AOR and exercise COCOM of assigned airlift forces (JP 4-01.1).

(4) Coordinate all common-user theater air, land, and sea transportation and maintain in-transit visibility (ITV) over movements. (JP 4-01.3)

(5) Determine and exercise oversight of theater sea and aerial ports of embarkation and debarkation (DoD 4500.9-R).

(6) Exercise responsibility for Joint Logistics-Over-The-Shore operations in the AOR (JP 4-01.6).

(7) Ensure container management is carried out in the AOR and assign responsibilities for container control functions. (DoD 4500.9-R, Part VI; JP 4-01-7)

(8) Ensure System 463L pallet and net, container, flatrack, and trailer management is carried out in the AOR and provide for pallet control functions. (DoD 4500.9-R; JP 4-01.7)

(9) Develop, administer, and maintain the theater Transportation Security Program (DoD 4500.9-R)

(10) Determine need and coordinate establishment of requirement and frequency

channel service. (DoD 4500.9-R)

(11) Exercise directive authority for logistics to ensure effective operations while conserving resources.

(12) Provide guidance and procedures to shippers for the movement of arms, ammunition, and explosives, to include demilitarized munitions (DEMIL) to and within the EUCOM AOR IAW UR 55-4. All DEMIL movements will comply with the visibility requirements for "sustainment" found in ED 66-2, and will be provided the required security from SPOD to final destination. (See also Appendix C for further guidance on security responsibilities within the EUCOM AOR.)

b. USEUCOM Components and Defense Agencies in Europe

(1) Perform common user or most capable service roles as directed by HQ USEUCOM. Prescribe and promulgate regulatory guidance to supported components, defense agencies or other organizations utilizing the theater transportation system IAW appropriate DoD and Service directives. Staff regulations with ECJ4-PM before releasing for publication.

(2) Execute Title 10 responsibilities to Organize, Train, and Equip assigned forces.

(a) Provide resources to accomplish assigned transportation missions. This includes provision for capability to surge transportation units, facilities, and infrastructure in response to contingency operations and/or to support USEUCOM operation plans (OPLANS) and concept plans (CONPLANS). Provide readiness evaluation to ECJ4-PM upon request.

(b) Establish and maintain transportation infrastructure for their assigned forces and missions associated with the Combatant Commander's directive authority for logistics.

(c) Establish and maintain training and licensing programs that provide an adequate supply of operators qualified for all assigned missions and taskings, including HAZMAT, in accordance with host country laws and related directives.

(3) Forecast air channel movement requirements and provide channel requests to ECJ4 – PM or the designated validator for approval.

(4) For cross-border movements, obtain diplomatic clearances and provide transit notifications to the service traffic management organization that has most capable service authority IAW ED 60-11, NATO directives (for NATO and Partnership for Peace (PfP) countries), negotiated agreements/tenders/conventions, and international law.

(5) Provide representation, as required, at ports of debarkation to expedite port clearance operations for transiting personnel and cargo.

(6) Coordinate any proposed changes to organic transportation capabilities or force structure with HQ USEUCOM prior to execution IAW CJCSI 2300.02.

(7) Forecast surface channel requirements to the servicing MTMC Operations Center.

(8) File Transportation Discrepancy Reports with ICTB.

c. Component Specified Responsibilities

(1) Commanding General, USAREUR, will:

(a) IAW ED 60-11, provide common user military linehaul trucking throughout the EUCOM AOR, and be prepared to provide the same for contingency operations.

(b) Provide movement control services in the Central European region and Northern Italy, and be prepared to provide deployable movement control units and systems for contingency operations including:

(i) Regional movement control units, systems, and offices to plan, route, schedule, deconflict, and provide ITV of cargo.

(ii) Port movement control units and systems to execute port clearance ops.

(c) Serve as executive agent for container management within the USEUCOM AOR.

(d) Be prepared to support JLOTS missions.

(e) Support the jointly-staffed TDMC with manpower and surface transportation services as specified in the TDMC MOU, dated 1 May 2001.

(2) Commander, USAFE, will:

(a) Provide theater airlift in the USEUCOM AOR, operate contingency air terminals as directed, and maintain ITV support of air movements.

(b) Maintain the AMOCC to provide single management of USEUCOM common user air transportation requirements including: receive, process, and source theater airlift requests and provide effective/efficient interface and integration with strategic airlift provided by USTRANSCOM.

(c) Provide theater airlift command and control in the USEUCOM AOR compatible with AMC's strategic airlift system, and be prepared to provide deployable planning and control teams and systems for contingency operations to include:

(i). JTF movement control units, systems, and offices to validate, plan, route, schedule, deconflict, and provide ITV of cargo.

(ii). Air terminal command and control units and systems to execute tactical level port operations.

(d) Provide Air Clearance Authority (ACA) functions at designated AMC aerial ports and USAFE air terminals.

(e) Provide transportation services on an area basis IAW ED 60-11.

(f) Manage the TDMC, providing manpower, facilities and equipment as detailed in MOU dated 1 May 2001.

(3) Commander, USNAVEUR, will:

(a) Operate common user ocean terminals, as directed.

(b) Provide air clearance authority (ACA) functions at designated AMC aerial ports and Navy air terminals.

(c) Manage, schedule, and operate Navy Unique Fleet Essential Airlift (NUFEA) in support of naval forces and operations.

(d) Provide transportation services on an area basis as required IAW ED 60-11.

(e) Support the TDMC as required.

(4) Commander, MARFOREUR, will:

(a) Provide technical expertise for Maritime Prepositioned Force (MPF) planning and execution.

(b) Provide technical expertise for Norwegian Air Land Marine Expeditionary Brigade (NALMEB) planning and execution.

(c) Support the TDMC, as required.

(5) Combatant Commander, USTRANSCOM, will (per USTRANSCOM-USEUCOM CAA dated 22 July 1998):

(a) Provide passenger and cargo booking, staging, loading, and discharge for airlift and sealift.

(b) Provide for door-to-door express air shipment tenders, contracts and/or service.

(c) Provide liaisons to HQ USEUCOM.

(d) Assist with development of ITV infrastructure and supporting policies in accordance with role as DoD Lead for ITV.

(e) Operate common-user ocean terminals and provide terminal operations at designated fixed and contingency ports, sealift cargo offering and booking, and defense intermodal container management through Military Traffic Management Command (MTMC).

(f) Provide strategic airlift and aerial port operations at fixed and contingency ports through Air Mobility Command (AMC).

(g) Provide sealift and door-to-door over ocean shipments through Military Sealift Command (MSC) and Military Traffic Management Command (MTMC).

(h) Perform mobility management roles as outlined in the 1998 Command Arrangements Agreement between Commander, USTRANSCOM and Commander, USCEUCOM.

(6) Transportation services and traffic management, other than common-user support, which a Service component provides to another Service component or supporting command, should be documented by an Interservice Support Agreement or Memorandum of Understanding.

(7) Theater Distribution Management Cell

(a) Determines mode for onward movement of in-transit cargo arriving at Ramstein AB

(b) Serve as the Ramstein AB Airlift Clearance Authority for all services.

(8) Other supporting commands and DoD Agencies: Comply with the provisions of this directive.

7. **Priorities of Movement**.

a. Passengers and cargo will move under standard DoD priorities specified below. All supplemental priorities that have theater-wide applicability must be approved by USEUCOM.

b. In peacetime, passenger movement eligibility and priorities are established in DoD 4515.13R, Air Transportation Eligibility and USAFEI 24-201.

c. When use of Joint Operation Planning and Execution System (JOPES) is directed, priorities are established using JOPES procedures IAW CJCSM 3122.01 and 3122.02.

d. Priorities contained in Allied Movement Publications (AMOVP) may apply when requesting/receiving support from NATO.

e. JTF Commanders may establish internal transportation priorities to meet mission requirements.

f. Customer requirements can be communicated through command channels to the TDMC IAW business rules established in SD-E Pam 1-1. The TDMC has the authority to adjust the intra-theater movement sequence based on real-time mission requirements.

CHAPTER II

INTERRELATIONSHIPS

1. **Department of Defense**.

a. Defense Logistics Agency (DLA). A logistics combat support agency whose primary role is providing supplies and services to America's military forces worldwide. Headquartered in Wiesbaden, Germany, DLA Europe is the focal point for DLA operations in the European Theater providing customer assistance, liaison, services, war planning interfaces and logistics support to USEUCOM and component commands.

b. United States Transportation Command (USTRANSCOM). Headquartered at Scott AFB, IL, USTRANSCOM is a unified command and acts as single manager of America's global defense transportation system. Composed of three component commands, Air Mobility Command, Military Sealift Command and the Military Traffic Management Command, USTRANSCOM coordinates missions between USEUCOM and the USTRANSCOM components listed below using military and commercial transportation resources.

(1) Air Mobility Command (AMC). The air component of USTRANSCOM, AMC is headquartered at Scott AFB, IL. The AMC fleet transports people and cargo and provides refueling capability. Assets of the command include: C-17 Globemaster III, C-5 Galaxy, C-141 Starlifter, C-130 Hercules, KC-135 Stratotanker, KC-10 Extender, C-9 Nightingale, and numerous operational support aircraft. Additional long-range airframes are available during national emergencies through Civil Reserve Air Fleet (CRAF) commercial augmentation.

(2) Military Traffic Management Command (MTMC). Headquartered in Alexandria and Fort Eustis, VA, MTMC is the overland component and primary traffic manager for USTRANSCOM. MTMC supports DoD worldwide with planning, crisis response actions, traffic management, terminal operations, integrated transportation systems and deployability engineering. In addition, MTMC is the Single Port Manager and has a presence at water ports worldwide. The major subordinate MTMC Command that supports USEUCOM is the 598th Transportation Group (Terminal). MTMC supports SD through the following actions:

(a) Monitor carrier performance and enforce contract terms and conditions

(b) Work with EUCOM service components and agencies to ensure that Universal Service Contract (USC) terms and conditions support SD goals through resolution of shipper, consignee and carrier container delivery issues to improve timely container delivery.

(c) Monitor end-to-end customer wait time and provide recommendations to USTRANSCOM SD Program Office, as appropriate.

(3) Military Sealift Command (MSC). As USTRANSCOM's sealift component, MSC works in conjunction with MTMC to provide ocean transportation of equipment, fuel, supplies

and ammunition to sustain U.S. forces worldwide. Headquartered in Washington, D.C., MSC uses a mixture of government-owned and commercial ships for surge, prepositioned, and sustainment sealift. MSC assets include: Fast Sealift and Ready Reserve Force ships. In addition, MSC also charters and books space on commercial ships.

c. U.S. European Command (USEUCOM). A unified combatant command whose mission is to maintain ready forces to conduct the full spectrum of military operations unilaterally or in concert with the coalition partners; to enhance transatlantic security through support of NATO; to promote regional stability; and advance U.S. interests in Europe, Africa, and Southwest Asia. EUCOM's area of responsibility includes 93 countries and covers more than 20 million square miles. This territory includes all of Europe; Russia; Georgia; Armenia; Azerbaijan; Syria; Lebanon; Israel; the North Atlantic Ocean west to the 45th meridian including Iceland, the Azores and all of Greenland; the Southern Atlantic west to the 27th meridian; the waters of the Cape of Good Hope, the Arctic Ocean between longitude 45 W and longitude 100 E, and the Baltic, Mediterranean, Black and Caspian Seas; and all of Africa except for the countries of Egypt, Sudan, Eritrea, Djibouti, Somalia, Ethiopia, Kenya, and Madagascar.

(1) USEUCOM Staff

(a) Directorate of Logistics and Security Assistance (ECJ4). Responsible to USEUCOM Combatant Commander for developing, coordinating and implementing logistical plans and operations associated with mobility and transportation services, supply and maintenance, contingency contracting, customs, life support, host nation support, mortuary affairs, humanitarian assistance and support.

(b) Intra-Theater Commercial Transportation Branch (ICTB). Negotiates conventions, tenders and agreements for commercial transportation (rail, truck, bus and barge), manages the transportation discrepancy reporting program, monitors and provides training for the AE 302 customs stamp program, and arbitrates disputes between carriers and U.S. Forces.

(c) Joint Movements Center (JMC). Through airlift, sealift and surface movement sections, executes the USEUCOM Commander's strategic and intra-theater transportation system to include planning, allocating, coordinating, monitoring and reporting, and deconflicting movements of all modes. Activates a Joint Transportation Board (JTB) for strategic and operational level apportionment and allocation as required.

(2) Component Commands

(a) United States Air Forces in Europe (USAFE). An Air Force Major Command that is the air component of EUCOM. With headquarters at Ramstein Air Base, Germany, the command's mission is to provide responsive forward presence and decisive air and space power for the United States and NATO and support U.S. combatant commanders with forces and joint task force headquarters as required in EUCOM Directive 55-11, *Joint Task Force Headquarters Policies, Procedures and Organization.*

(b) U.S. Naval Forces, Europe (NAVEUR). Headquartered in London, NAVEUR is the Navy component of EUCOM and provides overall command and operational control of assigned U.S. naval forces in the European Theater and supports U.S. combatant commanders with forces and joint task force headquarters as required in EUCOM Directive 55-11. Command missions include forward engagement, crisis response, combat readiness and logistical support.

(c) U.S. Marine Corps Forces Europe (MARFOREUR). Located in Boeblingen, Germany, MARFOREUR is the U.S. Marine Corps Service component of EUCOM. Commanding all USMC forces assigned to EUCOM, MARFOREUR advises the Combatant Commander on the proper employment and support of USMC forces, conducts employment/redeployment planning, accomplishes assigned operational missions and supports U.S. combatant commanders with forces and joint task force headquarters as required in EUCOM Directive 55-11.

(d) U.S. Army, Europe (USAREUR). Headquartered in Heidelberg, Germany, USAREUR maintains a combat ready, forward deployed force capable of providing immediate responses in support of NATO, U.S. bilateral, U.S. multilateral, and U.S. unilateral objectives; supports U.S. Army Forces in the EUCOM area; receives and assists in the reception, staging and onward movement and integration of U.S. reinforcing forces; establishes, operates and expands operational lines of communication within EUCOM; and supports U.S. combatant commanders with forces and joint task force headquarters as required in EUCOM Directive 55-11.

(e) Special Operations Command Europe (SOCEUR). A sub-unified command whose primary responsibility is to exercise operational control over all assigned or attached in-theater special operation forces (SOF). SOCEUR plans, coordinates, and conducts special operations in support of the U.S. European Command or NATO.

2. **Federal Agencies.**

a. U.S. Customs. An element of the Treasury Department, U.S. Customs responsibilities include policies, procedures and systems related to processing carriers, cargo, merchandise, and persons entering and departing the U.S. Customs assesses and collects duties, detects and intercepts contraband, classifies merchandise, and verifies import statistics.

b. Immigration and Naturalization Service (INS). An agency of the Department of Justice, INS is responsible for enforcing laws regulating the admission of foreign-born persons to the United States and for administering various immigration benefits, including the naturalization of qualified applicants for U.S. citizenship. INS also works with the Department of State, the Department of Health and Human Services and the United Nations in the admission and resettlement of refugees. The U.S. Department of Agriculture's Animal and Plant Health Inspection Service (APHIS) provides internationally based animal and plant health expertise. To keep foreign pests and diseases out of the United States, APHIS conducts plant and animal quarantine inspections at CONUS ports.

c. Department of Transportation (DOT). DOT consists of the Office of the Secretary and numerous individual operating administrations including the Bureau of Transportation Statistics, U.S. Coast Guard, Federal Aviation Administration, Federal Highway Administration, Federal Railroad Administration, Federal Transit Administration, and the Maritime Administration.

3. **North Atlantic Treaty Organization (NATO).** NATO is an alliance based on political and military cooperation among independent member countries, established in accordance with Article 51 of the United Nations Charter. Alliance members are committed to safeguarding the freedom, common heritage and civilization of their peoples, founded on the principles of democracy, individual liberty and the rule of law.

4. **Commercial.**

a. General. USEUCOM is reliant upon active commercial participation in the theater transportation mission. This support spans every mode from coastal lighterage to overnight air express. Implementation of the velocity-based distribution system envisioned by Joint Vision 2020 and implemented through SD relies on a strategic partnership between military and civilian transportation providers. The result must be a virtually seamless integration of their respective transportation services.

b. Limitations. Commercial transportation will not be used to transport WMD cargo or components, and classified cargo may only be shipped with carriers authorized to do so.

c. Commercial Transportation in the EUCOM AOR. Commercial transportation service providers can only be held responsible for levels of performance contained in contracts or tenders/conventions/agreements negotiated for service. This tends to vary as a function of the mode and specific movement in question. Service Components must define the requirements for timeliness and performance, security, equipment standards, off loading, liability and ITV clauses that must be included in tenders and contracts. Commercial standards regarding security apply unless other arrangements are made.

(1) Highway Cargo. Shipping by commercial highway provides the greatest deal of performance flexibility for customers. Commanders and their traffic managers can specify routes, border crossing points, and other specific requirements for a given move. Where security of the LOC or a given route is in question, insurance and reliability of performance becomes an issue, so military escort service may need to be provided in potentially hostile areas.

(2) Highway Auto. Rental cars obtained for the conduct of official business may be obtained through the Official Travel contractor servicing installations or AOR.

(3) Highway Bus. Transportation of Forces is the only form of bus transportation authorized to utilize tenders. All other forms of bus transportation must be procured by contract.

(4) Rail Cargo. Commercial rail moves provide less itinerary flexibility to U.S. traffic and movement control managers. Typically, U.S. Forces movement controllers can specify staging and debarkation railheads, origin, destination and transit countries and their border

crossing points. The routing through a given country, however, is determined by the rail service provider, and will be a function of the commodity and conditions internal to the rail network (track and volume of competing moves, etc). Security requirements vary with the particular move, but must be determined by the U.S. in the shipment planning process. It may range from the use of existing commercial standards and procedures to utilization of special rail guard cars paid for by U.S. Forces and maintained by the German Railways for use by U.S. Forces.

(5) Rail Passenger. Rail is a mode of travel suitable for planned deployments and business travel when cost and efficiency are prime considerations. U.S. EUCOM forces traveling by rail on official business in the EUCOM AOR may arrange travel through the Official Travel contractor servicing their installation or AO.

(6) Air Cargo Express. Air express service providers' responsibilities and their relationship with DoD customers are spelled out specifically in the contracts negotiated by the Air Mobility Command. These contracts are available at the Air Mobility Command Web Site. (https://public.scott.af.mil/wwx/wwx.htm)

(7) Air Passenger Travel. DoD forces assigned to or traveling in USEUCOM AOR by air on official business must arrange air travel through the Official Travel contractor servicing their installation or AO. Travel is not authorized on any commercial airline that is not certified by FAA through the DoD Commercial Air Review Board (CARB). HQ USEUCOM may authorize a waiver to this policy on a case-by-case basis where the Agency Director sponsoring the mission states that travel on a non-certified commercial air carrier is mission essential and no acceptable alternative exists.

(8) Inland Waterway. Inland waterway movements provide limited itinerary flexibility to U.S. traffic and movement control managers. They are suitable for bulk commodity and low priority military cargo. Staging and debarkation ports are of course restricted by the origin, destination and connecting geography of the water route. Typically, U.S. Forces movement controllers can only specify origin and destination countries. Planners must consider the likelihood of interdiction of water routes in contingency or forced entry circumstances.

(9) Intracoastal Shipping. Intracoastal shipping services are usually an accessorial service to a surface move. However the service has been utilized successfully as a component of a surface channel (Brindisi IT to Durres AL, 1998). If commercial ferries are to be utilized, limitations include hours of operation, sailing times and port capacity.

(10) Per the Defense Transportation Regulation, Part II, paragraph 202F, "Cargo originating at an inland location and moved by truck or rail (for which ferry service may be required incidental to the total overland movement) will be routed by transportation officers using approved tenders, agreements, or conventions."

(11) Channel tunnel (Chunnel) and cross-channel ferry. Under SD, the Chunnel and cross-channel ferry are key elements of the ability to provide a velocity-based movement system between Ramstein and the United Kingdom.

CHAPTER III

TRANSPORTATION RESOURCES

1. **Purpose.**

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

2. **Airlift Resources.**

a. Responsibilities

(1) Personnel Movements:

(a) Movement of personnel is a Service component responsibility. Travel means should be selected in accordance with applicable DOD directives.

(b) Air travel will be aboard U.S. Government-owned or contracted aircraft when and if available.

(c) In peacetime, passenger movement eligibility and priorities are established in DoD 4515.13R, *Air Transportation Eligibility*. Cargo movement priorities are established in the *Defense Travel Regulation*, DoD 4500.9-R, Part II.

(2) HQ USEUCOM is responsible for command preparedness to accomplish the following specified transportation related missions within the USEUCOM AOR:

(a) Coordinates and integrates airlift operations in the AOR and exercises COCOM of assigned airlift forces (JP 4-01.1).

(b) Validates and coordinates requirements and frequency airlift channels supporting the USEUCOM AOR. Frequency channel validation will involve a thorough review of the service sought and the resources available to deliver it, and close coordination with the customers, the airlift providers, and the Joint Movement Center. Operational need will be the prime consideration when performing a validation evaluation, but efficient use of scarce, expensive airlift resources and the availability of viable transportation alternatives will also be important factors in determining the final frequency request that will be sent to USTRANSCOM.

(c) Validates airlift requirements in support of crisis operations and exercises, when use of JOPES is directed.

(d) Monitors airlift requirements and capabilities, aerial port operations, and execution of airlift support, channels, and Special Assignment Airlift Missions (SAAM) to

ensure airlift effectiveness and proper transportation management. ECJ4-PM-MB will periodically evaluate frequency channel usage to insure a proper balance between frequency of service and efficient use of airlift.

(e) Validates and coordinates requirements for airlift forces assigned to USEUCOM. (TRANSCOM-EUCOM CAA, 22 July 1998)

(f) Establishes theater operational priorities necessary to resolve shortfalls. (TRANSCOM-EUCOM CAA, 22 July 1998)

(g) Coordinates validated airlift and airlift support issues with USTRANSCOM and USAFE. (TRANSCOM-EUCOM CAA, 22 July 1998)

(h) Establishes guidelines for strategic/theater interface requirements ICW USTRANSCOM. (TRANSCOM-EUCOM CAA, 22 July 1998)

(i) Validates NATO and other Foreign National airlift requirements that will be sourced with U.S. airlift. (TRANSCOM-EUCOM CAA, 22 July 1998)

(j) Designates aerial ports in the USEUCOM AOR. (TRANSCOM-EUCOM CAA, 22 July 1998)

(3) USTRANSCOM provides strategic airlift and aerial port operations at fixed and contingency ports through Air Mobility Command (AMC).

(4) Common Tasks for Service Components:

(a) Provide accurate airlift requirements and forecasts for validation and planning.

(b) Ensure cargo is properly marked, packaged, labeled, and documented IAW DTS shipping directives and Shipper's/Hazardous Declarations are prepared for Hazardous Cargo shipments. (TM 38-350 and UR 55-4)

(c) Provide representation, as required or directed, at aerial ports and air terminals to expedite acceptance and clearance of Service personnel and cargo. This may include the TDMC, Air Terminal Movement Control Team (ATMCT), Arrival/Departure Airfield Control Group (A/DACG), Deployment Processing Center (DPC) and/or Joint Inspection Team when required.

(d) Ensure airlift requesters are informed of accurate funding, project codes, and transportation account codes for airlift.

(e) Comply with green sheet and space block procedures as outlined in USAREUR Regulation 55-355/USAFEI 24-201/NAVEUR Instruction 4600.7F.

(5) Commander, USAFE:

(a) Provides common-user theater airlift and an Air Mobility Operations Control Center (AMOCC) to manage theater airlift requirements and utilization (DoD 4500.9-R).

(b) Maintains the AMOCC to provide single management of USEUCOM common user air transportation requirements including: receive, process, and source theater airlift requests and provide effective/efficient interface and integration with strategic airlift provided by USTRANSCOM/Air Mobility Command.

(c) Provides theater airlift in the USEUCOM AOR, operate contingency air terminals as directed, and maintain ITV support of air movements.

(d) Provides theater airlift command and control in the USEUCOM AOR compatible with AMC's strategic airlift system, and be prepared to provide deployable planning and control teams and systems for contingency operations to include:

i. JTF movement control units, systems, and officers to validate, plan, route, schedule, deconflict, and provide ITV of cargo.

ii. Air terminal command and control units and systems to execute tactical level port operations.

(e) Provides air clearance authority (ACA) functions at designated AMC aerial ports and USAFE air terminals.

(f) Supports USEUCOM as the single airlift manager for USEUCOM common-user airlift.

(g) Plans, tasks, schedules, and coordinates SAAMs, frequency and requirements channels, exercises, JA/ATT and other training missions with assigned and attached theater airlift forces.

(h) Plans, tasks, schedules, and coordinates contingency airlift when a JTF has not been established or the JTF airlift planning function is more appropriately managed in the area.

(i) Resolves capability shortfalls and recommend allocation.

(j) Assists USEUCOM staff in determining theater airlift augmentation requirements.

(k) In conjunction with USTRANSCOM/Air Mobility Command Tanker Airlift Control Element (TALCE) establishes and operates contingency air terminals to support theater cargo and passenger movement requirements including identifying, tasking, and sourcing air terminal resources (e.g., personnel, MHE, 463L pallets and nets). Ensures proper coordination and direction of air terminal resources to accomplish expeditious movement of passengers and cargo and maximum use of airlift capability within the integrated airlift system. Provides support to TALCE as necessary to execute USEUCOM movement priorities.

(l) Ensures theater cargo and passenger backlogs are moved by the most efficient, economical, and expedient means available for all users of the DTS in coordination with USEUCOM ECJ4.

(m) Publishes and implements policies and procedures in coordination with USEUCOM and Service Components.

(n) Executes negotiated agreements to account for airlift provided to non-U.S. forces.

(o) Manages the USEUCOM Joint Airborne/Air Transportability Training (JA/ATT) program to provide interservice training for the wartime application of airlift.

(p) Provides limited USAFE Contingency Readiness Group and logistic resources to support airlift operations for short duration support where little or no long-term infrastructure is required. When the requisite infrastructure is in place, these theater resources will normally be replaced with contingency sustainment support forces managed by USTRANSCOM.

(q) Serves as the focal point for coordinating and approving USAFE space block of high priority/special cargo and passengers for scheduled theater airlift missions. USEUCOM, ECJ4-JMC is the theater validator for all space block requests.

(r) Provides deviations for passenger movement (Theta-coded cargo) for USAFE operated missions transporting hazardous cargo when required.

(s) Monitors all common user airlift, aerial port and air terminal operations, provide daily reports to USEUCOM JMC, and coordinate airlift shortfalls with Tanker Airlift Control Center (TACC).

(t) Operates USAFE assigned Operational Support Airlift (OSA) in support of theater movements.

(6) Commander, USNAVEUR:

(a) Provides Air Clearance Authority (ACA) functions at designated AMC aerial ports and Navy air terminals.

(b) Manages, schedules, and operates Navy Unique Fleet Essential Airlift (NUFEA) in support of naval forces and operations.

(c) Operates NAVEUR assigned OSA in support of theater movements.

(d) Serves as the focal point for coordinating and requesting U.S. Navy space block of high priority/special cargo and passengers for scheduled airlift missions. USEUCOM, ECJ4-LO-JMC is the theater validator for all space block requests..

(7) Commanding General, USAREUR:

(a) Operates USAREUR assigned OSA in support of theater movements.

(b) Serves as the focal point for coordinating and requesting U.S. Army space block of high priority/special cargo and passengers for scheduled theater airlift missions. USEUCOM, ECJ4-JMC is the theater validator for all space block requests.

(c) Operates Air Terminal Movement Control Teams (ATMCT) to support movement of U.S. Army or Defense cargo via intra-theater and inter-theater airlift and to provide port clearance of Army or Defense Agency cargo.

(d) Provides support at Air-to-Air Interface Sites (AAIS), as required, to include providing life support, and facilitating onward movement for all non-Air Force personnel.

(8) Combatant Commander, USTRANSCOM, IAW TRANSCOM-EUCOM Command-Arrangement Agreement dated 22 July 1998:

(a) Provides airlift in support of USEUCOM requirements.

(b) Operates designated common-user aerial ports in the USEUCOM AOR

(c) Provides passenger and cargo booking, staging, loading, and discharge for airlift

(d) Provides for door-to-door express air shipment tenders, contracts and/or service.

(e) Maintains en route support capability necessary to support strategic and operational airlift missions within or adjacent to the USEUCOM AOR.

(f) Provides deployable air mobility support organizations, communications, and equipment.

(g) Provides analysis of airlift operations and options and expertise necessary to reach effective/efficient airlift solutions within the USEUCOM AOR.

3. **Sealift Resources.**

a. Sealift is the preferred mode for inter-theater transportation when it meets customer operational requirement. Intra-theater transportation can also benefit from the economical advantages of sealift when moving bulky or large quantities of material and equipment. This section will address the policies and responsibilities for sealift, common-user port management and operations, and cargo booking within the USEUCOM AOR.

b. Per JP 4-01, USTRANSCOM (through MTMC) is responsible for port management at designated common-user ocean terminals and seaports throughout the USEUCOM AOR during peacetime and war. They must maintain the capability for surge operations at existing ports and establish operations at seaports required for contingency operations.

c. Service components may operate ports and common-user ocean terminals based on agreement with USEUCOM. In the AOR, USNAVEUR operates common-user ocean cargo terminals at Rota, Spain; Naples, Italy; Sigonella, Italy; and Keflavik, Iceland. USNAVEUR operates service unique fleet landings/transit sheds at Rota, Spain; La Maddalena, Italy; Naples, Italy; Augusta Bay, Italy; Souda Bay, Greece; and Keflavik, Iceland. At these Service operated ports, common-user support is required for contingency operations upon agreement with Service components based on MOA or MOU.

d. The designation of seaports to meet USEUCOM common-user requirements is the responsibility of the Combatant Commander, based on input from ECJ3 and ECJ4 in agreement with USTRANSCOM. USEUCOM will monitor sealift requirements and capabilities, seaport operations, and execution of sealift support at these common-user ports to ensure effectiveness. USEUCOM will coordinate validated sealift and sealift support issues with supporting and supported commands, establish guidelines for strategic/theater interface requirements, and validate NATO and other foreign national sealift requirements that will be sourced with U.S. sealift and supported by U.S. port operations.

e. IAW the Defense Transportation Regulation and JP 4-01.5, USTRANSCOM, through MTMC and USNAVEUR where designated, will perform all common user port management functions including operations planning, port operations, contract administration and quality assurance, cargo documentation, and customs clearance. MTMC will also provide transportation expertise in cargo routing, port selection, and ocean port documentation. As part of these responsibilities, USTRANSCOM will:

(1) Manage the port throughput of DoD cargo in the DTS and provide ITV of these movements.

(2) Plan, coordinate, manage, and direct safety programs involving explosives and other hazardous materials.

(3) Act as the Contracting Officer's Representative (COR) for the Universal Service Contract to include performing international traffic management functions related to export cargo booking operations and administration responsibilities.

(4) Review Transportation Accounting Codes (TAC) to ensure correct customer billing for MTMC services.

(5) Verify and certify invoices from ocean carrier for container detention charges.

(6) Initiate and manage terminal service contracts.

(7) Review and approve requests for use of foreign flag vessels as delegated by JTMO.

(8) Provide Transportation Discrepancy Reports per existing directives. Additionally, advise sponsoring Service component and HQ USEUCOM JMC when export cargo arriving at ports in the USEUCOM AOR does not meet standards regarding export release requests, transportation documentation, marking, labeling, or placarding.

(9) Act as the Single Port Manager.

f. When requiring sealift support, Service components and supporting commands must determine and provide accurate sealift requirements for validation. In peacetime, requirements are submitted to MTMC Operations – Ft. Eustis using an Export Release Request (ERR); in contingency, when directed, the requirements will be identified in JOPES to HQ USEUCOM. Shipper must ensure that all cargo offered for sealift, containerized or breakbulk, is properly marked, packaged, labeled, and documented in accordance with DTS shipping directives.

g. Service components must also provide representation, as required or directed, at the seaport to expedite acceptance or clearance of their cargo; this may include Movement Control Teams, Port Support Activities, etc. In addition, USAREUR will provide communication support and port operation capabilities when required to MTMC within the USEUCOM AOR.

4. **Highway Resources.**

a. Within the USEUCOM AOR, there are two types of highway resources. These are common-user military linehaul transportation and commercial transportation. Each Service Component maintains internal military trucking assets that support internal mission requirements.

(1) Military Linehaul Transportation. USAREUR provides military linehaul transportation as a common-user service throughout the EUCOM AOR, and in deployed locations upon direction of HQ USEUCOM. Types of support include:

(a) Non-Recurring: One time only requirements.

(b) Recurring: Regular service between two or more locations.

(c) The use of military linehaul transportation will be weighed with other modes to meet customer requirements based on commodity, priority, delivery date, cost, and customer

service. Request procedures are described in joint regulation USAREUR Reg. 55-355/USAFEI 24-201/USNAVEUR Instruction 4600.7F, Joint Transportation and Traffic Management Regulation. Loading and offloading will be accomplished within prescribed standards. The preparation of cargo is a shipper responsibility. Hazardous Materials shipments will comply with host country laws and related directives. (UR 55-4)

(d) In order to implement military linehaul service, USAREUR will maintain a management organization, system and procedures for military linehaul transportation as a common-user service in the Central European Region, Northern Italy, and at deployed locations as directed. USAREUR will provide customers with ITV of shipments moving by military linehaul transportation. USAREUR will also obtain appropriate road clearances or submit transit notifications IAW NATO, bilateral, or other host nation agreements. Vehicles will be maintained to appropriate standards in the areas they operate.

(e) Customers using common user military linehaul transportation will request military linehaul transportation through their shipping transportation office (Traffic Management Office/Branch Movement Control Team/Movement Control Team). The servicing transportation office will determine routing by the most efficient mode that meets the customer's requirements. Customers are also responsible for providing documentation in compliance with the DTR, for loading and offloading of cargo, and for packaging, marking/labeling, and blocking/bracing/tiedown of cargo. Finally, customers must be prepared for BMCTs/MCTs/TMOs to divert cargo to alternate modes, including commercial transportation, on short notice, when USAREUR is directed to deploy military linehaul transportation assets for contingency support.

(2) Commercial Highway Transportation. Tenders of service and contracts are the methods of obtaining commercial highway transportation and are to be used whenever possible to meet mission requirements.

(a) ICTB negotiates and monitors the use of all Tenders of Service for highway movements, less DoD Dependent schools, AAFES and MWR. Service components should identify routine and anticipated contingency highway movement requirements to ICTB, so tender general or special service tenders may be developed to the greatest extent possible. When planning for a contingency, components in coordination with ICTB establish Tenders in locations required by the contingency. ICTB, in coordination with components, will conduct reviews of Tenders of Service to ensure current tenders are meeting mission requirements.

(b) Service Components may contract commercial highway transportation for one-time-only (OTO) requirements or have an emergency blanket purchase agreement (BPA) in place when a tender that meets movement requirements is not in place and when there is insufficient time to contact ICTB. Emergency tender procedures are contained in USAREUR 55-355. Service components must provide information on these contracts and BPAs to ICTB on a quarterly basis IAW USAREUR Regulation 55-355/USAFEI 24-201/NAVEUR Instruction 4600.7F. ICTB will use this information to conduct cost-benefit analysis and to consolidate OTO component requirements and BPAs into general or special service tenders when applicable. Based on this information, ICTB will issue a quarterly report to all components.

(c) Components with most capable service responsibilities in other areas of the USEUCOM AOR are required to obtain information outlined in paragraph b. above and provide to ICTB on a quarterly basis IAW USAREUR Regulation 55-355/USAFEI 24-201/NAVEUR Instruction 4600.7F. ICTB, in turn, will produce a quarterly message based on component input that highlights possible cost efficiencies to be gained by consolidating requirements into tenders.

(3) Highway Movement Control. USAREUR is responsible for providing movement control services within the BENELUX, Germany, and Italy, and will be prepared to provide deployable movement control units and systems for contingency operations. Regional movement control units, systems, and officers plan, route schedule, deconflict, and provide ITV of cargo.

5. **Rail Resources.**

Within the USEUCOM AOR, all available rail resources will be provided through commercial or host nation sources. Although the U.S. Army maintains a small number of rail units within their reserve components, these units will generally not be available to the Theater.

a. Conventions and Agreements

(1) ICTB initiates and negotiates conventions and agreements with all major European railways including Eastern European Countries, used by the component command shipping transportation offices. Most capable services have solicited ICTB to negotiate all rail conventions in their respective areas. ICTB attempts to negotiate more favorable rates for volume moves in support of exercises and contingencies. Negotiations require a minimum of 15 days or more in advance of shipment, however, negotiations may take longer in support of major deployment efforts.

(2) ICTB maintains an updated list of current rail conventions and special agreements.

(3) Component command transportation offices use rail conventions, which cover the movement of regular freight oversized equipment, hazardous materials, and passenger traffic for USEUCOM forces. Rail conventions are comprised of articles covering transportation conditions, to include accessorial services, documentation, billing, payment, liability, and arbitration.

(4) Each European railway has a very complicated commercial tariff unique to its own country's requirements. These commercial tariffs are written in each country's language. ICTB negotiates to have a more simplified document in English, to cover military requirements that differ from commercial traffic, and to obtain across the board favorable rates while receiving the same support and service offered large commercial customers.

b. ICTB negotiates two types of rail agreements:

(1) Special Rail cars. Agreements for special rail cars are for movement of oversized equipment, for fuel, or for movement into or out of nations with different gauge tracks.

(2) Special Rates. Agreements are for volume moves or contingencies. ICTB or other most capable services, through negotiations, reduces the tariffs that U.S. Forces pay according to the rail conventions.

c. Within the rail category there are two, four, and six axle rail cars, box rail cars for ammunition, rail tank cars for fuel, and special rail cars for non-standard gauge rail.

d. Specific rail information regarding Bosnia and Kosovo is available at the 1st TMCA Web Site. http://www.21tsc.army.mil/1_tmca/

e. Other specific rail information can be found in USAREUR Regulation 55-355//USAFEI 24-201/NAVEUR Instruction 4600.7F

6. **Inland Waterway Resources**.

a. Purpose. To establish Inland Waterway Terminal and cargo booking policy and responsibilities.

b. General Overview:

(1) Inland Waterway System

(a) The geography within USEUCOM AOR provides numerous inland waterways that are capable of supporting the movement of cargo on vessels and barges. Commercial industry in most parts of the USEUCOM AOR is well prepared to provide the required vessels or barges to support military operations. The use of DoD military vessels (e.g. barges, Landing Craft Utility, Landing Craft Mechanized, Logistics Support Vessels, and Theater Support Vessels) should also be considered if commercial assets are unavailable or the threat is too high for their safe operations.

(b) Planners and transportation managers should consider moving large quantities of dry cargo, containers and bulk fuels by this mode when possible. Inland waterway operations can greatly reduce congestion and the workload of other modes. Military use depends on the direction of the waterway, the degree of development and rehabilitation required, the tactical situation, and the impact that military use will have on the local civilian economy.

(c) The inland waterway terminal is similar to any other inland terminal, except that it is where cargo is transferred between some form of lighterage and land-based transportation. Inland terminals vary in size and design. Some are designed for one commodity, others for general purposes.

c. Policies.

(1) USEUCOM J4, Intratheater Commercial Transportation Branch (ICTB) is the organization within USEUCOM responsible to support the USEUCOM AOR with commercial Intratheater Inland Waterway service. MTMC's Ocean Clearance Cargo Authority (OCCA) is responsible for supporting USEUCOM with Intertheater Inland Waterway service.

(2) ICTB represents all USEUCOM components in negotiations for Intratheater Inland Waterway Service. Typical agreements are negotiated for movement of vehicles, containers, helicopters, bulk POL and coal. ICTB also performs detailed cost analysis to determine the most cost effective mode to ship in order to meet the Required Delivery Date (RDD). MTMC OCCA provides the same service for intertheater inland waterway shipments in order to meet the RDD.

(3) ICTB and OCCA select competitive lift and/or intermodal surface transportation services based on RDD and cost. OCCA conduct cost analysis for the selection of inland routing and determination of the SPOE and SPOD (Intertheater). Cost elements include inland transportation, port services, and ocean transportation.

(4) Service components may operate Inland Waterway terminals necessary for service unique requirements based on agreement with USEUCOM. At these Service operated terminals, common-user support is required for contingency operations and/or upon agreement with Service components based on MOA or MOU.

(5) USTRANSCOM – MTMC: Provide port management at common user Inland Waterway terminals across the full range of military operations during peacetime and war throughout the USEUCOM area of responsibility. (JP 4-01.5)

d. Responsibilities.

(1) USEUCOM.

(a) Monitors Inland Waterway requirements and capabilities, terminal operations, and execution of contracted Inland Waterway support to ensure effectiveness.

(b) Designates common user Inland Waterway terminal manager as required.

(c) Coordinates validated lift and Inland Waterway support issues with supporting and supported commands.

(2) Common Tasks for Service Components.

(a) Determines and provides accurate lift movement requirements for validation.

i. For peacetime requirements, submit Export Traffic Release Request to OCCA.

ii. For contingencies, submit requirements in JOPES to ECJ33.

(b) Ensures cargo is properly marked, packaged, labeled, and documented IAW DTS shipping directives.

(c) Provides representation, as required or directed, at terminals to expedite acceptance or clearance of Service cargo. This may include Movement Control Teams, Port Support Activities, etc.

(d) Cargo originating at an inland location and moved by truck or rail (for which ferry service may be required incidental to the total overland movement) will be routed by TOs using approved tenders, agreements, or conventions

(3) USNAVEUR: Operate service unique (common-user as directed) ocean ports in Italy, Spain, Greece, and Iceland.

(4) USTRANSCOM (USTRANSCOM-USEUCOM CAA dated 22 July 1998):

(a) Perform terminal operations planning, port operations management, contract administration, contract quality assurance and cargo documentation services to include customs clearance in accordance with NATO Status of Forces Agreement (SOFA) and other international agreements as applicable.

(b) Manage port throughput of DoD cargo in the DTS and provides ITV of these movements.

(c) Plan, coordinate, manage, and direct safety programs involving explosives and other hazardous materials.

(d) Provide transportation expertise for customs clearance, cargo routing, port selection and ocean port documentation.

(e) Act as principal interface with Military Sealift Command (MSC) for ocean transportation issues and Global Cargo Contract administration policy and interpretations when Inland Waterway terminals are the SPOE / SPOD.

(f) Initiate and manage terminal service contracts.

7. **Prepositioned Resources.**

DoD prepositioning programs are critical to alleviating wartime demands on the Theater Transportation System. These programs are both land and sea based and can reduce closure times of combat and support forces needed in the early stages of a contingency. Service members can travel from the continental United States or from locations within the AOR to draw this equipment.

a. U.S. Army

(1) The Army maintains the Army War Reserve program, which consists of land-based and afloat prepositioned assets. Assets include combat equipment, port opening capability, and sustainment supplies to support contingency forces until sea lines of communications are established. The Army Prepositioned Sets (APS) most likely to be employed within the USEUCOM AOR are APS2 and APS3.

(2) APS2 consists of a mechanized battalion combat team and supporting combat support and combat service support slices. Located throughout Luxembourg, the Netherlands, Italy, and Germany, this equipment will support contingency missions throughout the USEUCOM AOR.

(3) APS3 consists of one Brigade Set that is located afloat in a total of 15 ships. These globally deployable ships consist of 8 Large Medium Speed Roll-on/Roll-Off ships, 2 Ammunition Storage Ships, 2 Sustainment/Container Ships and 3 Port Opening Ships.

b. The Marine Corps depends on prepositioning Forces for operations conducted in this AOR.

(1) **Maritime Prepositioning Force**. The afloat prepositioning program is known as the Maritime Prepositioning Force (MPF). USEUCOM through NAVEUR, exercises Combatant Command Authority over MPS Squadron 1 and when ordered, a Fly-In-Echelon (FIE) of 16,500 Marines and Sailors of a Brigade sized Marine Air-Ground Task Force (MAGTF) and its Navy Support Element (NSE) is airlifted for link-up with the MPF. At the same time, the MAGTF's tactical aircraft are flown to airfields near the area of operations. The force can be combat capable within 10 days following initiation of the offload. MPF is self-sustaining for 30 days using the supplies on the ships.

(2) **Norwegian Air-Landed Marine Expeditionary Brigade** (NALMEB). NALMEB was envisioned to support the Article V defense of Norway. Today, this geo-prepositioned program, which consisted of equipment, supplies, and ammunition, has evolved into a flexible program in support of exercises and contingencies within and outside the AOR. The NALMEB force consists of 13,000 marines and sailors that form a brigade-size MAGTF.

8. Container Resources.

a. Containerization permits cargo to be carried via multiple modes of transportation without intermediate handling of container contents. Decreased handling results in reduced delivery times, less damage to cargo, and enhanced shipment integrity by reducing chances of a split shipment. The DoD intermodal container system is integral to the efficiency and effectiveness of DTS support to joint operations. This section addresses operations and management policy, as well as assignment of responsibilities for intermodal military (MILVAN) and commercial containers within the USEUCOM AOR.

b. USEUCOM, Service Components, and Supporting Commands will comply with DoD policy for procurement, management and control of intermodal containers. Containers owned, leased or procured for transportation will be coded and marked to provide for Total Asset

Visibility (TAV), and will be used solely for transportation. Users need to unpack containers within the allotted time standards to keep the system running smoothly.

c. HQ USEUCOM will monitor container operations in the AOR through its service components to ensure compliance with DoD directives and regulations and will prescribe the standards to attain and maintain TAV for containers and contents.

d. Commanding General, USAREUR, will serve as executive agent for container management within the USEUCOM AOR. As the designated component (IAW ED 60-11), USAREUR will:

(1) Coordinate as appropriate with Service Components and MTMC for visibility of containers arriving, departing, and moving within the AOR.

(2) Provide reports to USEUCOM ECJ4 when evidence indicates a pattern of excessive commercial container detention at specific DODAACs.

(3) Coordinate, with appropriate agencies, for container purchase, lease, disposal, and foreign military sales.

(4) Coordinate with the shipper for security arrangements.

e. MTMC, as the executive agent for USTRANSCOM in the USEUCOM AOR, will manage and provide TAV of containers at common user ports while the containers are in the DTS. They will assist Service Components and Supporting Commands as requested. MTMC is also responsible for repair of government-owned, common-user MILVANs. (JP 4-01.7)

f. Service Components will:

(1) Request containers in accordance with established procedures in USAREUR Regulation 55-355/USAFEI 24-201/NAVEUR Instruction 4600.7F.

(2) Maintain capability to receive, stuff, unstuff, and move containers on installations or within geographic areas of responsibility.

(3) Assign responsibility for control of containers while in Service Component custody.

(4) Provide effective and efficient receipt, stuffing, unstuffing, and appropriate disposition of containers, including return to the DTS within prescribed time standards. Report containers to their supporting transportation activity when empty containers are available for return to the carrier.

(5) Provide for loading and securing internal cargo; preparation of all transportation and hazardous materials documents; marking and labeling; and preparation of appropriate Customs documentation.

FOR THE COMMANDER:

OFFICIAL:

JOHN SYLVESTER
Lieutenant General, USA
Chief of Staff

DANIEL A. FINLEY
MAJ, USA
Adjutant General

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APPENDIX A

TRAFFIC MANAGEMENT

1. Purpose.

a. Prescribe USEUCOM traffic management policies for the movement of personnel and cargo within the USEUCOM AOR and assign implementation responsibilities.

b. Define authority, establish procedures and assign geographic areas of responsibility to solicit and negotiate rates, price quotations and fares pertinent to Rail Conventions, Tariffs and Agreements; Barge Agreements and highway Tenders of Service for inland surface transport within the USEUCOM AOR.

2. Policies.

a. Movement by commercial truck or bus will be accomplished by use of approved Tenders of Service, contract, host nation support agreement or Acquisition Cross Servicing Agreement (ACSA) if established.

b. Movement by commercial rail will be accomplished by use of negotiated rail Conventions, Tariffs, Special rail Agreements, contract or host nation support agreement ACSA if established.

c. Movement by barge will be accomplished by use of approved Barge Agreements.

d. Commercial surface transportation will be procured to support USEUCOM policy, maintain control of movements, promote competition, allow final settlement through arbitration and ensure Host Nation coordination.

(1) Only personnel appointed on USEUCOM letter order designated by name, grade, and position as "Negotiator" (ICTB) are authorized to procure commercial transport by Tender of Service Conventions or Agreements. Only a designated "Negotiator" has the authority to sign and place Tenders of Service. These requirements will always be in accordance with applicable public laws and service regulations.

(2) USEUCOM will designate Service component or JTF responsibility to procure commercial transportation within the African continent when operations require. Normally, commercial transportation support in Africa will be by contract. Service Components are authorized direct liaison with U.S. Embassy contracting offices for assistance.

(3) Negotiation for commercial truck or bus transport via Tenders of Service, although not governed by the Defense Federal Acquisition Regulation (DFAR), will procedurally parallel the DFAR regarding the solicitation process, review and/or negotiation of rates and subsequent placement of the Tenders. Requirements for personal services contracts must be satisfied using DFAR procedures through contracting/procurement offices.

(4) ICTB establishes and publishes minimum lead times for processing commercial transportation requests based on experience and local market conditions to ensure quality of service, allow sufficient processing time to conduct solicitations, and allow commercial carriers to comply with Host Nation laws regarding permits. ICTB will expedite contingency or emergency requirements to the extent possible dependent upon carrier availability. Every effort should be made to move priority shipments the day movement is requested. For ICTB placed Tenders of Service, shippers should normally expect the following processing times for One Time Only (OTO) Tenders (These times are optimized for cost savings. During contingencies these timelines can often be reduced):

Type of Requirement	Normal Processing Time*
Routine within a central Region NATO Country or deployed Areas	3 workdays
International Requirement	5 workdays
Outsized movements	10-15 workdays

* Add 7-10 working days for all movements that transit former Eastern Block countries

(6) For rail and barge movements, Service Component shipping transportation offices use Conventions and Agreements negotiated by ICTB. ICTB will also negotiate separate Agreements to solicit more favorable rates for volume moves in support of exercises and contingencies. Negotiations normally require a minimum of fifteen days in advance of shipment, however, negotiations may take much longer in support of major deployment efforts and special programs.

3. Responsibilities.

a. ICTB will:

(1) Negotiate Conventions, Agreements and Tenders of Service applicable to terms, conditions, rates, fares and HN Customs pertinent to effect commercial transportation (rail, barge, truck and bus carriage). Publish and distribute a listing of current tenders, conventions, and agreements to the shipping transportation offices.

(2) Provide support to Service Components and supporting commands, less DoD Schools, AAFES, and morale, welfare, and recreation (MWR) activities, which should be supported by contract.

(3) Act as single point of contact with common carriers (truck, bus, rail and barge) and U.S. Embassies, Host Nation Defense, Transportation, Foreign Affairs and Finance Ministries to effect coordination of Conventions, Agreements and documentation procedures that involve DoD traffic.

(4) Provide economic and traffic management analysis. Recommend cost favorable modes, routing and modal configuration.

(5) Maintain the USEUCOM commercial transportation technical library.

(6) Arbitrate settlement of disputes among Host Nation ministries, commercial carriers and the U.S. Forces to include DFAS in the application of the terms and conditions of Tariffs, Conventions, Agreements and Tenders of Service. Final authority for disputes rests with ICTB for transport satisfied by their negotiated instruments.

(7) Process all claims (except for personal property) on behalf of the U.S. Government and carriers for loss, damage or destruction of property during transport and/or in the possession of carriers.

(8) Administer the USEUCOM customs clearance AE 302 program (AE Form 302-1, Import/Export Customs Declaration) to include maintenance/distribution of the customs clearance officers roster/official customs stamps, training, testing, and inspecting. This list is to be updated semi-annually.

(9) Act as USEUCOM Area Monitoring Office (AMO) for Transportation Discrepancy Reporting (TDR) and requisite reporting to HQ MTMC. See ED 64-3

(10) Assist in coordinating payment procedures for commercial transportation services.

(11) Provide technical assistance, guidance and limited training in coordination with Service Components.

b. Service Components and supporting commands:

(1) Establish and maintain shipping transportation offices to support their activities with traffic management services for the movement of their personnel and cargo.

(2) Identify requirements for channels.

(3) Identify requirements for Rail Conventions and special agreements; barge agreements; and commercial truck tenders to the ICTB or applicable responsible service component.

(4) Validate existing Tenders or Conventions.

(5) Provide traffic management support, via ISSA or MOU, to components and supporting commands based on geographic responsibilities assigned in this directive.

(6) Recommend changes in policy and procedures to Chief, Programs and Mobility Division, HQ USEUCOM.

(7) For Tenders of Service:

(a) Accurately define shipping requirement and meet timelines for submitting Tender requests.

(b) Coordinate movement with carrier through execution of Tender.

(c) Process applicable transportation documentation (customs clearance, freight movement documents, etc) to support the movement prior to execution.

(d) Verify carrier performance and determine facts regarding deficiencies. Examples include compliance with spot times, providing type support ordered, carrier professionalism, and ITV compliance.

(e) Report problems in writing to the ICTB or appropriate most capable service to support payment actions or arbitration.

(8) Assist ICTB in payment procedures for commercial movements by supporting finance offices.

c. USTRANSCOM: Provides and administers express service shipments supporting the USEUCOM AOR. The common-user port operator and inland traffic manager for countries in the USEUCOM AOR are provided in ED 60-11 and MTMC documentation.

APPENDIX B

463L PALLET SYSTEM MANAGEMENT

1. Purpose. To prescribe USEUCOM 463L pallet system management policies and procedures and assign responsibilities necessary for implementation.

2. Policies and Procedures.

a. War Reserve Material (WRM) 463L Pallets and Nets.

(1) Assets may be used, and are prepositioned, to support exercises and unit deployments.

(2) The Vehicles Management Directorate, Item Management Division at Warner Robins Air Logistics Center in Georgia (WR-ALC/LVDV) owns 463L pallets and nets. All inter-major command and/or inter-DoD component redistribution must be coordinated with WR-ALC/LVDV.

(3) Service Components maintain a WRM focal point to validate war reserve pallet and net requirements annually. Requirements should be based on the most demanding tasking, forecasting sufficient organizational pallets and nets to support the first 90 days of operations. Should requirements change during the year, Service Components focal points will revalidate the new requirements as they occur.

(4) Rules for Computing WRM Requirements. Service Components will use one or more of the following methods to compute WRM requirements:

(a) Load plan cargo (less rolling stock) to determine the total number of pallets and nets required considering the usable area of the pallet (84 inches wide, 104 inches long, 96 inches high).

(b) If load planning is not possible, divide total cargo weight (less rolling stock) by 4,000 pounds per pallet.

(c) Include the number of pallets and nets required for baggage.

(d) Identify to WR-ALC/LVDV any command unique computation methods or planning factors if not included above.

b. Operational 463L Pallets and Nets.

(1) Operational assets may be redistributed within Service Components (i.e. USAREUR unit to USAREUR unit) to correct shortages and overages without WR-ALC/LVDV concurrence.

(2) Service Components must coordinate with WR-ALC/LVDV on all inter-service transfers (i.e. USAREUR unit to USAFE unit). WR-ALC/LVDV will typically redistribute assets to the nearest activity, regardless of ownership.

(3) Service components will revalidate operational requirements annually. This annual revalidation requires Service Components to deliberately plan for operational pallets and nets based on experience and operational requirements. Should requirements change during the validation period, Service Components will revalidate new requirements to WR-ALC/LVDV as they occur.

c. Contingency Management of 463L Pallets and Nets

(1) WR-ALC/LV may direct release of war reserve pallets and nets for redistribution. This action terminates Service Component accountability for these assets.

(2) During a contingency, unique procedures apply for requesting pallets and nets. These procedures are outlined in DoD 4500.9-R, Volume II.

(3) Deployed organizations will break down pallets as soon as practical and return them to the airlift system.

3. Responsibilities.

a. USEUCOM will:

(1) Ensure System 463L pallet management is carried out in AOR.

(2) Provide for control, expeditious download, and return of 463L pallets, nets, and tie-down equipment entering the theater.

b. Common Tasks for Service Components:

(1) Control, maintain and report operational and war reserve pallet and net assets in accordance with DoD 4500.9-R-1, Volume II and applicable technical orders.

(2) Redistribute assets to reduce significant overages and fill shortages.

(3) Make assets available to organizations that do not possess war reserve pallets and nets but require them for deployments, Special Assignment Airlift Missions, or exercises.

(4) During a conflict or contingency, use assets from AF MAJCOM or DoD component war reserve and operational stockpiles before requesting additional assets.

(5) Expeditiously return 463L pallets and nets to the transportation system. They are not to be used for non-transportation purposes.

APPENDIX C

TRANSPORTATION SECURITY

1. Purpose. To prescribe policies and procedures and to assign responsibilities for transportation security within the USEUCOM AOR.

2. Policies.

a. Service Components perform transportation security planning and provide services to ensure adequate security and force protection assets are committed to ensure the security of U.S. military sponsored equipment, material and personnel movements within the USEUCOM AOR.

(1) Antiterrorism/Force Protection (AT/FP) and physical security will be factored into all aspects of transportation planning and operations. Operational risk management procedures will be used on a case-by-case basis to identify appropriate levels of security for U.S. government sponsored equipment, material, and personnel movements.

(2) Sensitive cargo that if destroyed, captured, or released into the environment could result in grave damage to the local community or seriously jeopardize mission accomplishment may merit additional protection. Such additional protection must be determined before the cargo enters the DTS, and when movements are commercially contracted, provisions for additional security support should be included in the contract whenever feasible.

b. Consistent with Host Nation and environmental limitations and requirements, and to the maximum extent possible, peacetime transportation security standards and requirements will be consistent with those identified in USEUCOM AT/FP OPORD 01-01 and applicable service directives.

3. Procedures and Responsibilities:

a. Shippers have the primary responsibility for ensuring their shipments have effective security arrangements all the way to destination. Shippers are responsible for providing the transportation system with all necessary security requirements before the cargo enters the DTS. Furthermore, the shipper is responsible for fully coordinating these security arrangements with all affected geographic combatant commands, to the greatest extent possible.

b. The service component or agency generating a transportation requirement is responsible for ensuring all security and force protection requirements associated with the movement are met, most commonly through the use of a transportation services contract or Host Nation support. When a contract cannot meet all security and force protection requirements, the responsible service component/agency must coordinate with the common user logistics organic military highway transportation provider, who will employ organic assets to accomplish the movement (Host Nation laws and directives permitting.) Common user logistics providers are designated in

Appendix B to ED 60-11, and also may be designated by the Combatant Commander or a Joint Task Force Commander to support specific contingency operations.

c. Service Component or Task Force Commanders exercising TACON for force protection shall promote and engage in operational risk management for all transportation operations, issue implementing AT/FP guidance pursuant to AT/FP OPORD 01-01, exercise oversight of movement security, and facilitate security force augmentation when necessary.

d. Common Tasks for Service Components.

(1) Publish necessary directives containing procedures for identifying and coordinating for all transportation security requirements associated with their movements. Include in such directives the procedures for procuring/providing distribution security for organic movements within their designated areas of transportation management responsibility.

(2) Include transportation security as a consideration in local AT/FP planning documents. Develop procedures for transitioning to higher Force Protection Conditions (FPCON), giving particular attention to coordination with Host Nation authorities for increasing security support.

(3) Ensure necessary threat and vulnerability assessments have been or are conducted and disseminate intelligence products/assessments to ensure adequate security assets are committed to transportation missions.

(4) Include transportation security planning and coordination in exercises, contingency planning, AT/FP program reviews, and tenders and contracts let for transportation support.

(5) Service Components will work closely with USTRANSCOM components to determine and provide security forces and related security and force protection assets to support APOE/APOD and SPOD/SPOE security and force protection requirements not covered by Port Services Contracts, or as dictated by appropriate service regulations in conjunction with Host Nation requirements, threat situations, or contingency mission requirements.

APPENDIX D

PORT MANAGEMENT

1. Purpose: To outline theater port management policies, procedures, and responsibilities as they relate to the theater transportation system.

2. Policies:

a. USTRANSCOM is the DoD designated single port manager for common-user ports worldwide. HQ USEUCOM in conjunction with USTRANSCOM retains authority to designate port managers at selected locations within the AOR. NAVEUR operates common user ports at Rota, Naples, Sigonella, and Keflavik. The single port manager performs those functions necessary to support the strategic flow of the deploying forces in the port of embarkation and hand-off to the theater commander's designee in the port of debarkation. The single port manager is responsible for providing strategic deployment status information to the Combatant Commander and to pass the sequence of military workload to the port operator based on the Combatant Commander's priorities and guidance. To fully support SD's velocity-based, multi-modal concept, all distribution nodes must be cleared of their cargo as quickly as possible, ideally on a daily basis whenever feasible.

b. Military Traffic Management Command (MTMC) is the common user single seaport manager within the USEUCOM AOR. MTMC provides those functions necessary to control the strategic flow of cargo and information between SPOE and the hand-off to the USEUCOM designee. USTRANSCOM retains Combatant Command authority (COCOM) of MTMC forces.

c. Air Mobility Command (AMC) is the single port manager and, where designated, operator of common-user aerial ports of embarkation (APOEs) and/or aerial ports of debarkation (APODs). AMC establishes and operates select contingency air terminals in the USEUCOM AOR as required to ensure efficient flow of strategic airlift assets and timely intertheater deployment of contingency forces. USTRANSCOM retains COCOM of AMC forces. The deploying unit will provide a Departure Airfield Control Group (DACG) and a load team. The deploying unit prepares its equipment in the marshalling area. In the alert holding area control of equipment, vehicles and passengers passes to the DACG. In the call forward area, the Joint Inspection (JI) is performed. The JI is ordinarily conducted by the DACG, the deploying unit, and the TALCE. The loading ramp area is controlled by the TALCE, and any DACG personnel involved in the loading operations will be under TALCE supervision for safety purposes.

3. Responsibilities:

a. USEUCOM:

(1) Designates wartime and contingency ports and port managers in coordination with USTRANSCOM and appropriate host nation authorities. USTRANSCOM is normally the single port manager within the USEUCOM AOR. (Exceptions include Rota, Naples, and Sigonella)

(2) Provides priorities and guidance to port manager IAW mission requirements.

(3) Serves as a theater POC for all SD issues.

b. USTRANSCOM (MTMC) (JP 4-01.5):

(1) Serves as single port manager for all common-user seaports throughout the AOR.

(2) Conducts Port Surveys and Recommends SPOE/SPODs to USEUCOM.

(3) Analyzes TPFDDs and Port Capabilities for suitability.

(4) Establishes and maintains liaison with the Port Authorities, host nation, the TSC, and the deploying force.

(5) Determines appropriate mix of host nation, contractor, and Port Support Activity (PSA) support.

(6) Coordinates vessel selection with Military Sealift Command.

(7) Prepares and Issues Port Call Messages.

(8) Receives OPCON of PSA and directs their functions and activities.

(9) Receives, Stages, and Transships cargo in the port.

(10) Prepares necessary documentation including the ocean manifest and stow plans.

(11) Directs port communications, safety, physical security and force protection policies and procedures.

(12) Regulates military traffic within the port.

c. USAREUR:

(1) USAREUR Responsibilities at Sea Ports of Embarkation/Debarkation (SPOE/SPOD).

(a) USAREUR, through the use of its subordinate units, conducts Reception, Staging, Onward Movement, and Integration (RSOI) of all Army units within the USEUCOM AOR. USAREUR will designate the RSOI Commander for all Army and attached units. RSOI Commander will coordinate the transfer of all Army cargo to/from 598th TRANS TML GP from/for inland transportation within the USEUCOM AOR.

(b) USAREUR will ensure all documentation is accurately prepared prior to turnover to the 598th TRANS TML GP.

(c) USAREUR will coordinate the arrival of the deploying/ redeploying equipment and personnel with 598th TRANS TML GP to ensure that all cargo arrives in accordance with the call forward plan.

(d) USAREUR will ensure all seaport visits/site surveys of common-user and contingency seaports are coordinated with 598th TRANS TML GP.

(e) USAREUR assumes responsibility from 598th TRANS TML GP of inbound cargo once it is loaded on the secondary mode departing the seaport or staged for onward movement. 598th TRANS TML GP assumes responsibility for all outbound cargo once it is placed within the port staging area with all required documentation accurately prepared. USAREUR's designated RSO headquarters will conduct a joint inspection with 598th upon arrival at the port, and will retain responsibility for correcting all deficiencies discovered during the joint inspection.

(f) USAREUR will ensure the PSA is available and prepared to conduct operations on the coordinated dates. The PSA is responsible for providing vehicle operators, equipment maintenance personnel, and load teams/qualified movement specialists to facilitate movement to/from the staging areas and to assist with loading and unloading the vessels, when required.

(g) During RSO operations, USAREUR is responsible for force protection, which may be augmented by Host Nation/Contractor Port Security. 598th TRANS TML GP routinely retains all seaport physical security. The port operator directs all military traffic within the seaport and may restrict access as deemed necessary for the safety and security of the port operation.

(h) USAREUR is responsible for life support (including medical) of USAREUR PSA personnel, and other U.S. military transients, but is responsible for life support for 598th TRANS TML GP personnel only when force protection requirements dictate.

(i) USAREUR will closely coordinate with 598th TRANS TML GP to publish, within Operation Plans (OPLAN), Operation Orders (OPORD), and directives, appropriate lines of responsibility, authority, and detailed command relationships as outlined in this regulation; to authorize direct liaison between subordinate commanders that facilitates mutual planning, but does not include tasking authority; and to manage cargo offerings, communications, and computer system interfaces (e.g., WPS, TC-ACCIS, TC-AIMC II).

(2) USAREUR Responsibilities at Aerial Ports of Embarkation/Debarkation (APOE/APOD).

(a) USAREUR, through the use of its subordinate units, conducts Reception, Staging, Onward Movement, and Integration (RSOI) of all Army units within the USEUCOM AOR. USAREUR will designate the RSOI Commander for all Army and attached units. RSOI Commander will coordinate the transfer of all Army cargo to/from AMC from/for inland transportation within the USEUCOM AOR.

(b) USAREUR will ensure all documentation is accurately prepared prior to turnover to the AMC.

(c) USAREUR will coordinate the arrival of the deploying/redeploying equipment and personnel with AMC to ensure that all cargo arrives in accordance with the call forward plan.

(d) USAREUR will ensure all airport visits/site surveys of common-user and contingency airports are coordinated with AMC and USAFE.

(e) USAREUR assumes responsibility from AMC of inbound cargo once it is loaded on the secondary mode departing the aerial port or staged for onward movement. AMC assumes responsibility for all outbound cargo once it is placed within the aerial port staging area with all required documentation accurately prepared. USAREUR's designated RSO headquarters will conduct a joint inspection with AMC upon arrival at the airfield, and will retain responsibility for correcting all deficiencies discovered during the joint inspection.

(f) USAREUR will ensure the PSA is available and prepared to conduct operations on the coordinated dates. The PSA is responsible for providing vehicle operators, equipment maintenance personnel, and load teams/qualified movement specialists to facilitate movement to/from the staging areas and to assist with loading and unloading the aircraft, when required.

(g) During RSO operations, USAREUR is responsible for force protection. AMC and/or USAFE routinely retains all airfield physical security. The airfield operator directs all military traffic within the airfield and may restrict access as deemed necessary for the safety and security of the port operation.

(h) USAREUR is responsible for life support (including medical) of USAREUR PSA personnel, and other U.S. military transients.

(i) USAREUR will closely coordinate with AMC and/or USAFE to publish, within Operation Plans (OPLAN), Operation Orders (OPORD), and directives, appropriate lines of responsibility, authority, and detailed command relationships as outlined in this regulation and to authorize direct liaison between subordinate commanders that facilitates mutual planning, but does not include tasking authority; and to manage cargo offerings, communications, and computer system interfaces (e.g., TC-ACCIS, TC-AIMS II, GATES).

(3) USAREUR responsibilities at the TDMC.

(a) USAREUR will provide manpower to the TDMC as specified in USAFE and USAREUR MOU.

(b) Upon notification from the TDMC, arrange for trucks to be spotted at the aerial port NLT the times specified in command arrangements.

(c) Complete all necessary paperwork (less HAZMAT documentation) for cargo traveling via ground transportation for all services.

d. USAFE

(1) Provides a liaison to MTMC at designated water ports.

(2) Provides the following aerial port support functions: executes Airlift Clearance Authority functions for the theater, co-validates USAFE frequency channels, manages and operates the TDMC at Ramstein, and acts as the single point of contact for traffic management activities that use AMC managed terminals.

e. USTRANSCOM (AMC) (JP 4-01.5):

(1) Serves as the aerial port manager of common user aerial ports in the USEUCOM AOR.

(2) Establishes and operates select contingency air terminals as required to ensure efficient flow of strategic airlift assets and timely deployment of contingency forces.

(3) Provides TALCEs as necessary to operate aerial ports.

f. Service Components (Deploying units):

(1) Ensures TPFDD matches unit deployment list. Ensures that the unit deployment list is accurate.

(2) Configures equipment for deployment by surface or air.

(3) Provides proper documentation.

(4) Provides DACGs, load teams, and port support teams and equipment as necessary.

APPENDIX E
NATO Movement and Transport

1. Purpose and Scope: To prescribe additional policies, procedures and responsibilities for the coordination and execution of transportation in the context of NATO operations.

2. General Overview:

Within NATO, Movement and Transport (M&T) encompasses the whole spectrum of infrastructure, facilities, air and sealift, command and control and equipment necessary for the reception and onward movement of forces. M&T is the cornerstone of the Alliance's operational concept. The Mobility Advisory Group (MAG) and the Military Agency for Standardization (MAS) are the two principal M&T policy, doctrine and standardization producing agencies within NATO.

3. Policies.

a. USEUCOM transportation operations in support of NATO will comply with the procedures outlined in applicable Allied Movement Publications.

b. Transportation operations is a national responsibility.

(1) U.S. transportation support will normally not be provided to other NATO nations on a non-reimbursable basis, unless specifically approved by the Secretary of Defense. Reimbursable support is authorized for nations with which an Acquisition and Cross Servicing Agreement (ACSA) is in place.

(2) U.S. forces may acquire transportation support from other NATO nations under the authority of title 10, chapter 138, of the United States Code.

c. U.S. deployments in support of NATO will be responsive to the NATO commander's requirements communicated to the U.S. through a NATO Statement of Requirements (SOR).

d. U.S. movements and transportation resources remain in national control unless and until the U.S. transfers resources to NATO. Coordination of U.S. movements with NATO movement control organizations will be through the HQ USEUCOM J4 Joint Movement Center until they are transferred to NATO. After Transfer of Authority (TOA), the U.S. force commander will report directly to the NATO commander.

e. HQ USEUCOM or its designated representatives will represent the U.S. at NATO Movement and Transport Planning Boards, Committees and Work Groups as directed by the Joint Staff. USEUCOM components and supporting commands will assist as specified in this directive.

f. U.S. forces who move in the NATO system will need to become familiar with and use appropriate Allied Movement Publications and Standardization Agreements (STANAGS) to coordinate transportation operations supporting NATO operations, including host nation support.

g. The USEUCOM staff will use the Allied Deployment and Movement System (ADAMS) to communicate force deployment requirements to NATO. HQUSEUCOM will represent U.S. interests as a member of the ADAMS Policy Working Group (APWG).

4. Procedures.

a. Transportation operations and services will depend upon the nature of the operation. It may be a national responsibility (nations are responsible for their own transportation support and are executed under the supervision of a National Movement Control Center), or NATO may establish multi-national organizations or request that a nation serve as lead nation for particular transportation functions.

(1) Should a contingency take place in a sovereign entity with recognized borders (situationally determined by politically appropriate NATO or WEU leadership), NATO and/or the nations will provide transportation services and execute operations in a manner compliant with host nation regulations. Authority may be delegated to the NATO commander in the NATO area of operations. The NATO commander may then establish an organization to accomplish the transportation mission or request a participating nation be assigned as the lead nation.

(2) Should the contingency take place in an area without recognized borders or a national administration, the transportation mission is the responsibility of the NATO commander.

b. Planning Boards and Forums. The emphasis of NATO planning for airlift, sealift, and inland surface movements is on cooperation and coordination in a combined service and joint military/civil basis addressing all modes of transport. NATO has established planning boards and committees for which civil transportation are under the auspices of the Senior Civil Emergency Planning Committee (SCEPC). Military transportation planning activities are managed under the supervision of the Military Committee (MC). In every case, USEUCOM components must ensure that issues with NATO or NATO nations or problems with NATO directives are elevated to the NATO representative within ECJ4-ML for resolution. Questions regarding U.S. representatives to NATO Boards and Forums should be referred to the U.S. Delegation to the Military Agency for Standardization at DSN 365-9362.

(1) Civil Aviation Planning Committee (CAPC). The CAPC is a high-level policy body that addresses issues involving the use of civil aviation support to NATO. It is composed of national transportation ministry level representatives and military advisers and observers from nations and major NATO commands. The committee develops policy options and recommendations for the MC and SCEPC. The principal U.S. representative is from the U.S. Department of Transportation.

(2) Civil Aviation Working Group (CAWG). The CAWG is a subgroup of the CAPC and is composed of industry, national, and military aviation experts. It is a technical resource for the

CAPC and determines implementation and industry implications of CAPC policy options as well as recommended courses of actions. Typical issues worked by the group include providing civil aviation expertise to NATO during air deployment operations, coordinating military unit requirements amongst the civil fleet (aeromedical evaluation) and developing an insurance indemnification program for the industry in order to ensure its support during times of crisis.

(3) Planning Board for Ocean Shipping (PBOS). The PBOS plans for the provision of sealift support to NATO. It works closely with national and industry representative to ensure an adequate supply of sealift is available for NATO operations. The PBOS augments operational and planning operations during crisis. The U.S. Department of Transportation, Maritime Administration (MARAD) provides national level representation to the PBOS.

(4) Planning Board for European Inland Surface Transportation (PBEIST). The PBEIST is a planning board that meets twice yearly to resolve issues and problems involving surface transportation within the European area and develop standard implementation procedures and performance standards. NATO nations provide national representation at the ministerial level. The U.S. Department of State has delegated responsibility for U.S. representation to the DoD. USEUCOM ECJ4-LO represents USEUCOM interests at three working level meetings (Northern, Southern, and Central Europe). USEUCOM components may be asked to provide representation at this level based on the technical issues arising.

(5) ACE Movement and Transportation Working Group (M&TWG). The ACE M&TWG consists of two separate subgroups. The Allied Deployment And Movement System (ADAMS) Subgroup focuses on the ongoing development of ADAMS, which is a NATO planning counterpart to the U.S. JOPES. The Policy subgroup focuses on mobility concepts and develops transportation planning guidance. Its principal product is the ACE Directive 85-5, ACE Mobility Management Directive.

(6) Mobility Advisory Group (MAG). The MAG meets semi-annually and consists of mid and senior level NATO and national movement, transportation and mobility personnel who review substantive issues and make policy recommendation to the Military Committee.

(7) SHAPE Movements Conference. Purpose is to improve civil and military coordination in movements and transportation and improve capability of SACEUR to reinforce ACE. Conference is held every 18-24 months on a rotating basis among the nations. The Joint Staff J4 Mobility Division is OPR to this conference with ECJ4-PM in a supporting role.

(8) Military Agency for Standardization (MAS) is the principal agency of the NATO Military Committee (MC) dealing with standardization. It is tasked to increase operational efficiency of NATO forces by means of specific agreements in the form of Standardization Agreements (STANAGS) or Allied Publications. The MAS, through the Army Board, task the Movement and Transport Working Group to develop STANAGS or Allied Movements Publications that deal specifically with M&T.

5. Responsibilities.

a. Joint Staff. Responsible at the national level for representing U.S. interests in the NATO planning and operational environment. As a practical matter, a great many actions and responsibilities are delegated to USEUCOM.

b. MARAD. Provide U.S. national representation and develop policy positions at the Planning board for Shipping (PBOS).

c. Federal Emergency Management Agency (FEMA). Provide U.S. national representation and coordinate development of U.S. policy at the Senior Civilian Emergency Planning Committee level.

d. NATO (per the NATO Logistics Handbook).

(1) Formulate, provide guidance on, and approve missions (through the appropriate level) in support of NATO operations.

(2) Assist deployment planning and execution by obtaining timely agreements for the transit of deploying forces through national territory.

(3) Advise on the availability and use of civil transportation resources and related infrastructure in support t of both military and civil tasks; assist in the acquisition of civil resources; and harmonize and standardize civil procedures relating to transport for defense purposes.

e. NATO Commanders. Responsible for initiating, prioritizing, coordinating and deconflicting the deployment, sustainment, and redeployment of their respective forces. This must be done in cooperation with nations and includes planning for the movement of multinational headquarters when tasked by appropriate authority. The tool for deconflicting and aggregating NATO commander movement requirements is the Allied Command Europe Movement Coordination Center (AMCC). The NATO Military Committee (MC) is responsible for developing NATO wide policy and procedures for military transportation and movement control operations.

f. Allied Movement Coordination Center. (AMCC) Major NATO Command (MNC) agency responsible for management of strategic movements.

g. Joint Movement Coordination Center. (JMCC) The major subordinate Command (MSC) agency for management of operational movements within a respective region if required.

h. USEUCOM.

(1) Develops U.S. transportation plans for NATO operations, including providing a Detailed Deployment Plan (DDP) in ADAMS format.

(2) Coordinates U.S. transportation plans with NATO.

(3) Coordinate execution of U.S. transportation operations with NATO Allied Movement Coordination Center through the Joint Movement Center.

(4) Negotiate long term and deliberately planned host nation transportation support arrangements as well as multi national support arrangements.

(5) Develop and promulgate theater guidance on the transportation of hazardous material IAW Western European Economic Union (WEU) and NATO standards.

i. Common Tasks to Service Components.

(1) Be prepared to provide support to NATO nations and accept support when authorized, legal, and agreed to in advance.

(2) Execute (accept and bill, or submit) ACSA requests for support.

j. USAREUR. Provide representation as required by USEUCOM at NATO surface transportation and JLOTS planning conferences and forums.

k. USNAVEUR. Provide representation as required by USEUCOM at NATO ocean transportation and planning conferences and forums.

l. MARFOREUR. Provide representation as required by USEUCOM at NATO surface transportation and JLOTS planning conferences and forums.

m. USAFE. Provide representation as required by USEUCOM at NATO air transportation planning conferences and forums.

APPENDIX F

JOINT LOGISTICS OVER-THE-SHORE (JLOTS)

1. Purpose: To provide additional policies, procedures, and responsibilities for JLOTS planning and execution.

2. Policies and Procedures:

a. General.

(1) Joint Logistics Over the Shore (JLOTS) operations occur when two or more component (generally Army and Navy) forces jointly conduct LOTS operations under a Joint Force Commander (JFC). JLOTS includes the discharge of cargo from vessels anchored offshore, transportation to shore or pier by lighterage, discharging at shore or pier, and marshalling for further movement. Both the Army and Navy may conduct JLOTS depending upon the mission, time, and forces available. HQ USEUCOM will designate a lead component for JLOTS operations.

(2) The vast diversity of geographic regions and potential operating areas in the USEUCOM AOR requires that USEUCOM be prepared to conduct JLOTS up to levels of sea state 3.

(3) JLOTS does not include the MPF or amphibious operations, which have separate doctrine, equipment and employment concepts. However, JLOTS procedures and processes can enhance these operations.

(4) JLOTS is conducted under a joint forces commander with a staff ordinarily organized along functional lines and with each participating service represented.

b. Planning JLOTS demands detailed coordination between the various Service Components involved. Other operational factors are the methodology used for building and setting up offshore docks and defining the interoperable requirements to prepare systems for throughput operation configuration.

(1) Operational planning must be concurrent between all participants and sufficiently advanced to provide a basis for determining requirements and setting discharge priorities.

(2) Throughput planning must be carefully conducted to determine the required force structure and equipment. Other factors include weather, geography, and beach capacity.

(3) JLOTS operational considerations include but are not limited to sequence of work; concept of operations ashore which JLOTS supports; date of landing, landing sites, staging areas, anchorage areas, type and quantity of cargo to be deployed and landed. Preparation tasks include beach reconnaissance, hydrographic survey, preparation of lighterage discharge site

ashore, air cushion discharge berms, amphibian waterway entry and exit points, infrastructure/roadways, onshore bulk petroleum storage, and marshalling areas. These tasks may be engineering intensive. Specific considerations must be given to communication, offload plans, lighterage repair, availability, and utilization planning, safe haven plans, and weather support plans, as well as retrograde cargo operations and security planning.

c. Facilities. Establishing JLOTS capability requires preparation and facility installation prior to conduct of operations.

(1) Navy systems for offshore discharge are Elevated Causeway Systems (ELCAS), Container Offloading and Transfer System (COTS) and Offshore Petroleum Discharge System (OPDS).

(2) Army JLOTS equipment includes Lighterage, RO/RO discharge facility, causeway piers, Reverse Osmosis Water Purification Units (ROWPU's), Terminal Services Unit Material Handling Equipment, shore based water storage systems, and tactical petroleum terminals – Inland Petroleum Distribution System (IPDS).

d. Strategic sealift. Strategic sealift employed in support of JLOTS includes MSC common-user and prepositioning ships capable of conducting over the shore and port operations from anchorage. Army or Navy forces augmented by civilian ship crews may conduct cargo offload of strategic sealift. Navy has primary responsibility for providing forces and equipment and conducting strategic sealift cargo offload operations incident to amphibious operations and MPF deployments. Army has primary responsibility for providing forces and equipment and conducting strategic offload operations incident to base, garrison, or theater operations.

e. Operations. JLOTS operations are weather dependent and currently can be conducted in a maximum sea state 3. This is also true of lighterage operations in support of JLOTS. JLOTS can be conducted in-the-stream on bare beach, or at fixed piers to increase throughput. Considerations include operational requirements, cargo discharge rate, weather, physical features of the beach, oceanographic features, and forces available to provide the capability

f. Total Asset Visibility. While various total asset visibility initiatives are being considered, each service has developed its own automated method of cargo control and documentation. Each JLOTS supported service will use its own cargo documentation and accountability system until the JLOTS commander shifts to a single system.

g. Bulk Fuel Operations. Operations occur in three distinct increments:

(1) Ocean transport of liquid cargo from origin to offshore locations.

(2) Cargo transfer operations from offshore to the high water mark.

(3) Beach storage area operations.

h. Offshore Petroleum Discharge Systems. The JLOTS commander or other commander may be designated as responsible for the conduct of OPDS operations beginning with the reception of OPDS vessels and extending to the installation and operations of OPDS to the termination point on the beach. This termination point is the beach termination unit at the high water mark. Close coordination is required between the JLOTS commander and inland petroleum and water units to ensure continuity of bulk fuel operations.

3. Responsibilities.

a. HQ USEUCOM.

(1) Overall responsibility for JLOTS in the USEUCOM AOR.

(2) Designates JLOTS lead Service and Commander(s).

b. Common Tasks for USAREUR, USNAVEUR, and USMARFOREUR.

(1) Provide recommendations, trained and equipped forces, and develop implementation plans for JLOTS contingencies.

(2) Be prepared to serve as designated JLOTS lead Service component.

(3) Maintain interoperable procedures for operations, C2, and equipment.

(4) Comply with environmental requirements.

c. USAREUR.

(1) Provide lighterage (exclusive of MPS related equipment) and other craft, discharge equipment, and operators for JLOTS operations and as designated by the JTF commander's priorities.

(2) Provide transport to remove and distribute cargo moving from LOTS sites to staging areas and road and rail networks.

(3) Provide water support purification operations and assistance as required with barge to shore pipeline to the shoreside high water mark where pipelines connect to potable water storage and distribution systems.

(4) Provide engineering support, including preparation of beach surfaces, marshalling areas, and road networks.

(5) Provide communications between vessels and shore.

(6) Erect cargo discharge facilities to support dry cargo discharge.

(7) Emplace tactical petroleum terminals and inland petroleum distribution system to support bulk fuel discharge and transportation operations.

(8) Provide port construction support.

(9) Planners within USEUCOM should understand that in order to perform some of the above stated task , forces / equipment will be required to augment current USAREUR force structure.

d. USNAVEUR.

(1) Exercise command of Navy ships and boats and exercise TACON over disposition and operations of other participating ships as necessary.

(2) Provide for offshore petroleum discharge to the shoreside high water mark.

(3) Provide lighterage, other craft, and trained operators for use in JLOTS.

(4) Provide potable water as directed.

(5) Select, in conjunction with land component, LOTS landing sites and erect cargo discharge facilities in support of dry cargo discharge operations.

(6) Conduct beach party operations as appropriate.

(7) Provide Mobile Inshore Undersea Warfare (MIUW) units for seaward surveillance in support of JLOTS security.

e. MARFOREUR. Receive and execute mission to augment the JTF/JLOTS Commander and conduct related missions and tasks.

f. U.S. Coast Guard (per Joint Publication 4-01.6)

(1) Provide port safety and security functions to port areas in LOTS or JLOTS environments upon request.

(2) Coast Guard forces, when operating under Department of Transportation, must be obligated (funded) via a memorandum of agreement (MOA), Inter-service support agreement (ISSA), or some other instrument and must be included in the respective OPLAN. Coast Guard units are not self-sustaining.

g. MTMC: Provides Single Port Management support to JLOTS operations if required to ensure necessary interface with strategic lift.

APPENDIX G

CUSTOMS

1. Purpose: To delineate policies, procedures, and responsibilities for customs planning and execution in the Theater distribution system within the USEUCOM AOR. This appendix provides policy regarding the movement of military units, cargo, and sustainment supplies across into and out of countries within the AOR. This appendix does not address agricultural or immigration policies.

2. Policies and Procedures:

a. General.

(1) The source documents for customs issues in the USEUCOM AOR are the "Agreement Between the Parties to the North Atlantic Treaty Regarding the Status of Their Forces (SOFA)" signed in London, UK, on 19 June 1951 and other international agreements. These documents generally allow NATO forces to import equipment and cargo necessary for accomplishing the mission without paying customs duties. To import items duty free, the country importing the equipment or cargo must certify that the cargo is related to the requirements of the "force."

(2) Cargo is certified through the use of a variation of the NATO AE Form 302. The reference document for the NATO Form 302 is Allied Movement Publication 2 *Procedures For Surface Movements Across National Frontiers*. U.S. Forces utilize a modified NATO 302 called an AE Form 302-1. Details for use and examples of AE Form 302-1 are available in USAREUR Regulation 55-355/USAFEI 24-201/USNAVEUR Instruction 4600.7F. However, not all countries located in the EUCOM AOR utilize a version of NATO Form 302. Many countries have their own customs procedures and forms. See DTR Part V for specific country customs requirements. As this publication goes to press, USTRANSCOM, USEUCOM, and other components of the Theater Transportation System are working to develop automated customs clearance procedures. Once these procedures are developed and approved for use by host nations, they will become the preferred method of clearing customs in the USEUCOM AOR. However, paper customs forms will still be utilized in some nations.

(3) Only cargo in support of U.S. Forces (e.g. military spare parts, household goods, AAFES and Navy Exchange items, Worldwide Express Packages) is exempt from customs.

(4) The U.S. Customs Service enforces the laws of the United States, safeguards revenue, and fosters lawful international trade and travel. The U.S. Customs Service Office of International Affairs is responsible for managing international activities and programs, for the conduct of Customs bilateral and multi-lateral relations with other countries, and for oversight of the negotiation and implementation of all international agreements.

(5) The U.S. Department of State is the lead institution for the conduct of American diplomacy. To carry out U.S. foreign policy at home and abroad, the Department of State

coordinates and provides support for the international activities of U.S. agencies (to include the Department of Defense), official visits, and other diplomatic missions. The Department of State is the lead U.S agency responsible for conducting negotiations and concluding international agreements, but sometimes delegates authority to USEUCOM and other U.S. government entities to carry out these responsibilities under their supervision.

(6) The Deputy Assistant Secretary of Defense for Acquisition and Technology (DASD A&T) is the single point of contact for customs and border clearance matters in the Office of the Secretary of Defense and exercises staff supervision over all Customs and Border Clearance matters within DoD. DASD (A&T) has designated USTRANSCOM as the executive agent responsible for customs and border clearance inspection activities within DoD.

(7) U.S. Transportation Command (USTRANSCOM) in collaboration with the DoD components, U.S. Government Border Clearance Activities (U.S. Customs Service, Departments of Treasury, Agriculture and Others) and foreign country governments develop policies and procedural guidance to ensure efficiency and uniformity in the implementation of the DoD Military Customs and Border Clearance Program.

(8) The DoD military departments are responsible for implementing applicable customs regulations. The departments provide necessary resources to fulfill the Military Customs and Border Clearance Program responsibilities at military posts camps, stations, and bases worldwide.

b. Planning Customs Operations. Customs planning must be an integral part of any contingency operation. Lack of customs planning often results in either delayed or frustrated shipments. Important customs planning considerations during contingency operations include the following:

(1) What customs procedures will be followed by the host nation? Will the host nation allow duty free shipments of U.S. military cargo? What authority has agreed that U.S. Forces will not pay customs duties?

(2) Will the host nation accept the AE Form 302-1? If AE Form 302-1 is not accepted, what document must be issued/used?

(3) What appeal process is in place when a local customs official decides not to accept agreed upon procedures or hold a surface movement up at the border?

(4) What are the established customs hours of operations at sea and airports and border crossing locations? What procedures are in place if these hours need to be extended? What procedures are in place to pay for the extended hours?

(5) Who must be notified of incoming cargo? How long in advance?

c. The USEUCOM Customs Working Group works to identify customs challenges and initiatives within the USEUCOM AOR. This ad hoc group includes representation (as needed)

from all members of USEUCOM (ECJ3, ECJ4, ECJ5, ECJA, USTC LNO, DLA LNO, MTMC LNO, USAREUR, USAFE, NAVEUR, MARFOR, and SOCEUR). The group will work to avoid problems with host nation customs on the front end of operations in support of the warfighter. Every service component has their own POC to be the resident expert within their service. When dealing with specific countries, USEUCOM liaison officers become involved with the process.

3. Responsibilities.

a. USTRANSCOM TCJ3/4.

(1) Serves as DoD executive agent for Customs operations per the Defense Transportation Regulation.

(2) Performs, through MTMC, customs clearance at common-user water ports.

b. USEUCOM ECJ4.

(1) Serves as USEUCOM Customs Coordinator.

(2) Provides procedural guidance on customs within the AOR.

(3) Defines required customs requirements for deliberate and contingency planning.

(4) Disseminates customs agreements to Service Components.

(5) Interfaces with host nation and NATO customs authorities as needed.

(6) Manages and issues customs stamps for use with the AE 302-1 form or other designated customs form (e.g. commercial bill of lading).

(7) Tracks and identifies the cause of delinquent AE 302-1s.

(8) Develops and promulgates customs training and inspection programs.

d. USEUCOM ECJ5.

(1) Addresses customs issues when required with host nations at the front end of operations.

(2) Assists ECJ4 in resolving customs/border-crossing disputes with host nations as required.

e. Common Tasks for Service Components.

(1) Plans and executes customs operations IAW DoD 5030.49R, ED 64-1, and USAREUR Regulation 55-355/USAFEI 24-201/USNAVEUR Instruction 4600.7F.

(2) Establishes and manages customs operations within designated area of responsibility IAW ED 60-11. Service components identified as having traffic management responsibilities will also manage customs programs in designated countries. Coordinate established procedures with USEUCOM ECJ4-PM division.

(3) Provides training to subordinate organizations IAW applicable publications.

f. 560th Military Police Company. Responsible for investigating delinquent AE Forms 302-1 when requested by the host nation or when the regular process did not result in a closure of the AE 302-1.

APPENDIX H

REFERENCES

41 USC 423, Integrity in Procurement.
AD 85-5, ACE Mobility Management Directive
Agreement Between Third Air Force and the Ministry of Defense, United Kingdom (MODUK). To provide MODUK contracting services for commercial cargo movements within the United Kingdom (UK).
AR 55-15/OPNAVINST 4640.3A/MCO 4600.34, Land Transportation within Areas of Responsibility.

AR 55-38/NAVSUPINST 4610.33C/MCO P4610.19D/DLAR 4500.15, Reporting of Transportation Discrepancies in Shipments.
ATP 53(a) NATO Air Transport Policies and Procedures.
CJCSM 3122.01, Joint Operation Planning and Execution System (JOPES), Volume I, Planning Policies and Procedures, 14 Jul 2000.
CJCSM 3122.02, Joint Operation Planning and Execution System (JOPES), Vol. III, Crisis Action Time Phased Force and Deployment Data (TPFDD) Development and Deployment Execution, 25 May 2001.
CJCSM 3122.03, Joint Operation Planning and Execution System (JOPES), Vol. II, Planning Formats and Guidance, 31 Dec 1999, Change 1 6 Sept 2000.
Command Arrangements Agreement between Commander, USTRANSCOM and Commander, USEUCOM dated 22 Jul 1998.
Defense In-transit Visibility Integration Plan, Feb 1995. (Revised 1997) (USAFE)
Defense Total Asset Visibility Implementation Plan, Nov 1995.
DoD 4500.9R, Defense Transportation Regulation, Parts I, II, III, IV, V, and VI.
DoD 4515.13R, Air Transportation Eligibility
DoD Foreign Clearance Guide
DoD Instruction 4500.9-R-1 (Volume II) Management of System 463L Pallets, Nets and Tie-Down Equipment.
DoD Regulation 4140.1-R, DoD Material Management Regulation, Jan 1993.
ED 55-11, Joint Task Force Organization and Structure.
ED 60-11, Common User Logistics in the EUCOM AOR
ED 63-1, Bulk Petroleum Operations in USEUCOM.
European Agreement Concerning the International Carriage of Dangerous Goods by Road (ADR).
Joint Manual 24-204, Preparing Hazardous Material for Military Air Shipments.
Joint Operations.
Joint Pub 4-01, Joint Doctrine for the Defense Transportation System
Joint Pub 4-01.1, Joint Tactics, Techniques, and Procedures for Airlift Support to Joint Operations.
Joint Pub 4-01.2, JTTP for Sealift Support to Joint Operations.
Joint Pub 4-01.3, JTTP for Movement Control.
Joint Pub 4-01.5 Joint Tactics, Techniques, and Procedures for Water Terminal Operations.
Joint Pub 4-01.6, Joint Tactics, Techniques and Procedures for Joint Logistics Over the Shore.

Joint Pub 4-01.7, JTTP for Water Terminal Operations/Use of Intermodal Containers in Joint Operations
JP 4-01.7, JTTP for Use of Intermodal Containers in Joint Operations.
MC 319, NATO Principles and Polices for Logistics.
MC 336, A Movement, Transportation and Mobility Management Concept for NATO.
MC 75/1, Policy for the Control of Air Transport and Troop Center Resources Made Available to the Major NATO Commanders.
MC 84/4, Procedures for the Submission of Military Requirements for Ocean Shipping in Times of War.
Military Sealift Command Customers' Dedicated Service Contracts.
Military Traffic Management Command (MTMC) Regulation 56-69, Surface Transportation Terminal Operations.
MTMC Universal Service Contract for Container Shipments (GC-01), Global Contract for Breakbulk Shipments (GS-02), Global Interport Contract (GI-03) and Customers' Dedicated Service Contracts.

MTMC Reg. 55-67, Cargo Booking and Ocean Carrier Contract Administration.
MTMC Reg. 56-69, Terminal Operations.
Section 6, Public Law 100-679, Procurement Integrity.
Standard DoD Time Phased Force and Deployment Data (TPFDD) Letter of Instruction (LOI), 2 Jun 97, with USEUCOM Appendix D to Enclosure A
Technical Order 13C2-1-1 Cleaning, Repair and Test Instruction – Cargo Tie Down Equipment.
Technical Order 35D33-2-2-2 Instruction with Parts Breakdown – 463L Air Cargo Pallets, Types HCU-6/E and HCU-12/E.
Technical Order 35D33-2-3-1 Maintenance and Repair Instruction – Air Cargo Pallet Nets, HCU-7/E, I, Side, HCU-15/C, II, Top, HCU-11/C, III, Side, HCU-16/C, IV, Top.
Technical Order 36M-1-141 Operator and Operation Instruction – Materials Handling Equipment System Components of 463L.
USAFEI 24-201/USAREUR 55-141/COMMNAVEUR INST 4630.13G/SOCEUR Sup 64-1, USEUCOM Common User Airlift Transportation (DRAFT).
USAREUR Reg. 55-355, USAFEI 24-201, USNAVEUR Instruction 4600.7F, Joint Transportation and Traffic Management Regulation (JTTMR).
USAREUR Reg. 55-4, USAFEI 24-203, Joint Transportation of Hazardous Materials.
3AF Instruction 24-201, Transportation of Explosives on Public Roads in the United Kingdom.
3AF Instruction 24-202, Procedures and Documentation for Intra-United Kingdom Freight
3AF Instruction 24-203, Loss and Damage Claims Against Commercial Rail and Road Carriers Within the United Kingdom
3AF Instruction 24-401, Customs Clearance Procedures for U.S. Forces in the United Kingdom
3AF Instruction 24-101, Commercial Passenger Transportation Within or Originating From the United Kingdom

GLOSSARY

1. Terms, Definitions and Acronyms

Unless otherwise specified at the end of the definition, the listed words are USEUCOM specific terms applicable to the USEUCOM theater transportation system

ad hoc contract. Placed through the Ministry of Defence Contracts Branch/ARMY to satisfy a one time or unusual cargo movement or related requirements not covered under a standing contract in the UK. For Turkey, ad hoc contracts are placed by the Chief of Transportation, 39th Wing, Incirlik Air Base, Turkey to satisfy a one-time-only need, unusual cargo movement and/or related requirements not covered under a standing contract.

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

aerial port of debarkation (APOD). A station that serves as an authorized port to process and clear aircraft and traffic for entrance to the country where located. (Joint Pub 1-02)

aerial ports of embarkation (APOE). A station that serves as an authorized port to process and clear aircraft and traffic for departure from the country where located. (Joint Pub 1-02)

Air Mobility Element (AME). An element of the Air Mobility Command (AMC) Tanker Airlift Control Center (TACC) which deploys to the USEUCOM AOR upon request of HQ USEUCOM to coordinate strategic airlift operations. (Joint Pub 1-02)

air terminal. A facility on an airfield that functions as an air transportation hub and accommodates the loading and unloading of airlift aircraft and the in-transit processing of traffic. The airfield may or may not be designated an aerial port. (Joint Pub 1-02)

ACA. An activity which controls the movement of traffic into the airlift system. (DoD 4500.9R, Part II)

barge agreements. ICTB negotiated Agreements for movement of U.S. Forces equipment, containers, coal, fuel and helicopters by barge on the Rhine, Main and Danube rivers, as well as any accessorial services to be provided by the barge carriers. Articles of these Agreements cover transportation conditions, documentation, billing, payment, liability and arbitration.

channel airlift. Common-user airlift service provided on a scheduled basis between two points. There are two types of channel airlift. A requirements channel serves two or more points on a scheduled basis depending upon the volume of traffic; a frequency channel is timed based and serves two or more points at regular intervals. (Joint Pub 1-02)

civil reserve air fleet. A program in which the Department of Defense uses aircraft owned by a U.S. entity or citizen. The aircraft are allocated by the Department of Transportation to augment

the military airlift capability of the Department of Defense and the Department of Transportation. These aircraft are allocated, in accordance with DoD requirements, to segments, according to their capabilities, such as International Long Range and Short Range Cargo and Passenger sections, National (Domestic and Alaskan sections) and Aeromedical Evacuation and other segments as may be mutually agreed upon by the Department of Defense and the Department of Transportation. (Joint Pub 1-02)

civil transportation. The movement of persons, property, or mail by civil facilities, and the resources (including storage, except that for agricultural and petroleum products) necessary to accomplish the movement. (Excludes transportation operated or controlled by the military, and petroleum and gas pipelines.) (Joint Pub 1-02)

combatant command (command authority). Nontransferable command authority established by title 10 (“Armed Forces"), United States Code, section 164, exercised only by commanders of unified or specified combatant commands unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combat commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). Also called COCOM. (Joint Pub 1-02)

common use. Services, materials, or facilities provided by a Department of Defense agency or a Military Department on a common basis for two or more Department of Defense agencies. (Joint Pub 1-02)

common user inland waterway terminal. A inland waterway transfer terminal used by more than one component to support the strategic flow of deploying forces equipment and sustainment supplies.

common-user ocean terminal. Seaports operated by MTMC during peacetime to support DTS shipments. Common-user port management includes the effective use of theater military and commercial transportation assets. (Joint Pub 1-02)

common-user transportation. Transportation and transportation services provided on a common basis for two or more Department of Defense agencies and, as authorized, non-DoD agencies. Common-user assets are under the combatant command (command authority) of USTRANSCOM, excluding Service-unique or theater-assigned transportation assets. (Joint Pub 1-02)

container. An article of transport equipment that meets American National Standards Institute/International Organization for Standardization standards designed to be transported by

various modes of transportation; designed to facilitate and optimize the carriage of goods by one or more modes of transportation without intermediate handling of the contents and equipped with features permitting its ready handling and transfer from one mode to another. Containers may be fully enclosed with one or more doors, open top, refrigerated, tank, open rack, gondola, flatrack, and other designs. (Joint Pub 1-02)

Continental United States. United States territory, including the adjacent territorial waters, located within North America between Canada and Mexico. Also called CONUS. (Joint Pub 1-02)

contingency response program. Transportation emergency preparedness program designed to ensure that the Department of Defense receives priority commercial transportation services during defense contingencies prior to the declaration of national emergency and during mobilization. Also called CORE. (Joint Pub 1-02)

contract. A contract is a legally enforceable agreement between two or more parties. Covers a known requirement for definite period of time and is by name to both parties. Funds are committed and usually capital investments are made to execute the services agreed upon. Contracts are governed by the Federal Acquisition Regulation and executed by warranted and bonded contract officers. (Federal Acquisition Regulation)

Defense Distribution Depot-Europe (DDDE). Defense Logistics Agency's European theater facility located in Germersheim, Germany, where it is strategically positioned to take advantage of readily available air, road, rail, and barge modes of transportation. The distribution center provides initial supply surge capability for EUCOM during the transition to war phase and is actively involved in contingency support throughout Europe, the Middle East, and Africa.

defense transportation system. 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. Also called DTS. (Joint Pub 1-02)

domestic air traffic. Air traffic within the continental United States. (Joint Pub 1-02)

eligible traffic. Traffic for which movement requirements are submitted and space is assigned or allocated. Such traffic must meet eligibility requirements specified in Joint Travel Regulations for the Uniformed Services and publications of the Department of Defense and Military Departments governing eligibility for land, sea, and air transportation, and be in accordance with the guidance of the Joint Chiefs of Staff. (Joint Pub 1-02)

general tender. ICTB tender placed to satisfy the movement of general cargo regardless of class. They are maintained on file at shipping transportation offices and can be used when required, but are limited to five trucks per requirement or a bus requirement not exceeding 3,500.00 U.S. dollar equivalent. This does not apply to shipments between the southern Region, Central Region and operations of a contingency nature. Responsible transportation officers are granted

discretionary authority to use established tenders with an obligation authority up to a minimum of five buses per day. Hazardous cargo movements, to include both POL and environmental, are not to be moved through the use of a general Tender. Hazardous shipments must be satisfied on a requirement basis using a one time only tender.

global transportation management. The integrated process of satisfying transportation requirements using the Defense Transportation System to meet national security objectives. The process begins with planning, programming and budgeting for transportation assets, services, and associated systems and continues through delivery of the users transportation movement requirements. Also called GTM. (Joint Pub 1-02)

global transportation network. The automated support necessary to enable USTRANSCOM and its components to provide global transportation management. The global transportation network provides the integrated transportation data and systems necessary to accomplish global transportation planning, command and control, and in-transit visibility across the range of military operations. (Joint Pub 1-02)

intermodal systems. Specialized transportation facilities, assets, and handling procedures designed to create a seamless transportation system by combining multi-modal operations and facilities during the shipment of cargo. (Joint Pub 1-02)

intertheater traffic. Traffic between theaters exclusive of that between the Continental United States and theaters. (Joint Pub 1-02)

In-Transit Visibility (ITV). The portion of TAV that focuses on assets in the transportation pipeline. ITV is the ability to track the identity, status, and location of DoD unit and non-unit cargo and personnel from origin to destination during peace, contingencies, and war. USTRANSCOM is the designated DoD focal point for ITV. (Joint Pub 1-02)

Joint Mobility Control Group. The Joint Mobility Control Group is the focal point for coordinating and optimizing transportation operations. This group is comprised of seven essential elements. The primary elements are USTRANSCOM's Mobility Control Center (MCC), Joint Operational Support Airlift Center (JOSAC), Global Patient Movement Requirements Center, (GPMRC), Airlift Control Center (TACC), MSC Command Center, MTMC Command Operations and the Joint Intelligence Center—USTRANSCOM (JICTRANS). Also called JMCG. (Joint Pub 1-02)

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

Joint Operation Planning and Execution System (JOPES). A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution

systems: Joint Operation Planning System and Joint Deployment System. It provides the foundation for conventional command and control by national- and theater-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. JOPES includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations. Also called JOPES. (Joint Pub 1-02)

Joint Transportation Board. Responsible to the Chairman of the Joint Chiefs of Staff, the Joint Transportation Board assures that common-user transportation resources assigned or available to the Department of Defense are allocated as to achieve maximum benefit in meeting Department of Defense objectives. Also called JTB. (Joint Pub 1-02)

joint total asset visibility. Joint Total Asset Visibility (JTAV) system provides global material and personnel asset visibility. JTAV interfaces with service AIS and AIT to capture visibility of wholesale assets as well as those held by theater forces and moving through the theater transportation system. It also obtains in-transit data directly from GTN. (Defense Total Asset Visibility Implementation Plan)

linehaulage. Movement of DoD cargo via road or rail within Israel.

line of communications. A route, whether land, water, or air, which connects an operating military force with a base of operations and along which supplies and military forces move. Also called LOC. (Joint Pub 1-02)

logistics over-the-shore operations. The loading and unloading of ships without the benefit of fixed port facilities, in friendly or undefended territory, and, in time of war, during phases of theater development in which there is no opposition by the enemy. Also called LOTS. (Joint Pub 1-02)

national emergency. A condition declared by the President or the Congress by virtue of powers previously vested in them that authorize certain emergency actions to be undertaken in the national interest. Action to be taken may include partial, full, or total mobilization of national resources. (Joint Pub 1-02)

Navy Unique Fleet Essential Airlift (NUFEA). Includes all Navy airlift aircraft essential to provide air transportation for Naval operational service unique requirements. These aircraft are not intended to avert common user tactical transport systems nor is inter-service support prohibited. Rather these aircraft are authorized to provide the time essential and flexible air logistics support required to fully sustain combat operations at sea. These aircraft are normally utilized to support high priority fleet airlift requirements which cannot be effectively or efficiently serviced by common user or commercial air systems.

one-time-only (OTO) tender. ICTB tender placed to satisfy a specific requirement on a requirements basis. The processing time to negotiate an OTO Tender depends upon the type commodity, Required Delivery Date (RDD), origin and destination, etc.

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

operational level of war. The level of war at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives within theaters or areas of operations. Activities at this level link tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events. These activities imply a broader dimension of time or space than do tactics; they ensure the logistic and administrative support of tactical forces, and provide the means by which tactical successes are exploited to achieve strategic objectives. (Joint Pub 1-02)

operational support airlift. Operational Support Airlift (OSA) missions are movements of high-priority passengers and cargo with time, place, or mission-sensitive requirements. OSA aircraft are those fixed-wing aircraft acquired and/or retained exclusively for OSA missions, as well as any other Department of Defense-owned or controlled aircraft, fixed- or rotary-wing, used for OSA purposes. Also called OSA. (Joint Pub 1-02)

passenger tenders of service. In Turkey, placed through the Chief of Transportation, 39th Wing, Incirlik Air Base, Turkey. for both repetitive and one-time-only movement requirements. In the UK, administered by Third Air Force, services ordered by the bases for repetitive and one-time-only movement requirements.

port handling services. Services provided at seaports for the efficient loading/unloading/ clearance of DoD cargo.

rail agreements. 1. ICTB negotiated Agreements for special rail cars, i. e. for rail movement to/from Spain (Spanish Railways have different gauge tracks from the rest of Europe), for rail movement of oversized equipment and for rail moves of fuel. 2. ICTB negotiated Agreements for special rates for volume moves, i. e. exercises or contingencies.

rail conventions. ICTB negotiated Conventions with all major European railways, to include Eastern European countries. Rail Conventions cover the movement of freight (incl. hazardous materials, fuel, out of gauge equipment) and passengers for the U.S. Forces, as well as accessorial services to be provided by the railways. Articles of the Rail Conventions deal with transportation conditions, documentation, billing, payment, liability and arbitration.

sealift readiness program. A standby contractual agreement between Military Sealift Command and U.S. ship operators for voluntary provision of private ships for defense use. Call-up of ships may be authorized by joint approval of the Secretary of Defense and the Secretary of Transportation. Also called SRP. (Joint Pub 1-02)

Seaport of embarkation (SPOE) and debarkation (SPOD). Sea ports, which support embarkation and debarkation for contingency operations. HQ USEUCOM designates SPOE/SPOD in the USEUCOM AOR.

service component command. A command consisting of the Service component commander and all those Service forces such as individuals, units, detachments, organizations and installations under the command, including the support forces that have been assigned to a combatant command, or further assigned to a subordinate unified command or joint task force. (Joint Pub 1-02)

service-unique transportation assets. Transportation assets that are: a. Assigned to a military department for functions of the Secretaries of the Military Departments set forth in Sections 3013(b), 5013(b), and 8013(b) of Title 10 of the United States Code, including administrative functions (such as motor pools), intelligence functions, training functions, and maintenance functions. b. Assigned to the Department of the Army for the execution of the missions of the Army Corps of Engineers. c. Assigned to the Department of the Navy as the special mission support force of missile range instrumentation ships, ocean survey ships, cable ships, oceanographic research ships, acoustic research ships, and naval test support ships; the naval fleet auxiliary force of fleet ammunition ships, fleet stores ships, fleet ocean tugs, and fleet oilers; hospital ships; Marine Corps intermediate maintenance activity ships, Marine Corps helicopter support to senior Federal officials; and, prior to the complete discharge of cargo, maritime prepositioning ships. d. Assigned to the Department of the Air Force for search and rescue, weather reconnaissance, audiovisual services, and aeromedical evacuation functions, and transportation of senior Federal officials. (Joint Pub 1-02)

shipper. The agent responsible for preparing and entering cargo into the Defense Transportation System.

single manager. A Military Department or Agency designated by the Secretary of Defense to be responsible for management of specified commodities or common service activities on a Department of Defense-wide basis. (Joint Pub 1-02)

single manager for transportation. The United States Transportation Command is the Department of Defense single manager for transportation, other than Service-unique or theater-assigned transportation assets. (Joint Pub 1-02)

single port manager. USTRANSCOM, through its transportation component command, Military Traffic Management Command, is the DoD-designated single port manager for all common-user seaports worldwide. The single port manager performs those functions necessary to support the strategic flow of the deploying forces' equipment and sustainment supply in the sealift port of embarkation and hand-off to the theater Combatant Commander in the sealift port of debarkation (SPOD). The single port manager is responsible for providing strategic deployment status information to the Combatant Commander and to workload the SPOD Port Operator based on the Combatant Commander's priorities and guidance. The single port manager is responsible through all phases of the theater port operations continuum, from a bare beach deployment to a commercial contract supported deployment. Also called SPM. (Joint Pub 1-02)

space assignment. An assignment to the individual Departments/Services by the appropriate transportation operating agency of movement capability which completely or partially satisfies the stated requirements of the Department/Services for the operating month and that has been accepted by them without the necessity for referral to the Joint Transportation Board for allocation. (Joint Pub 1-02)

special assignment airlift requirements. 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. (Joint Pub 1-02)

special service tender (SST). ICTB tender placed to satisfy repetitive requirements (usually same class of supply, same origin and destination , several shipments weekly/monthly) for a specified period of time. This negates the need to submit OTO requests for transport of like shipments. ECJ4-JMD-ICTB (ICTB) may require thirty days or more to accomplish a detailed review of the requirement, process solicitation and subsequently place, publish, and distribute the Tender.

standing contract. For UK standing contracts are placed through the Ministry of Defense UK, Directorate of Contracts/ARMY (Contracts Branch/|ARMY) to satisfy repetitive cargo movement or related requirements. Standings contracts are usually valid for two years. For Turkey standing contracts are Placed by the Chief of Transportation, 39th Wing, Incirlik Air Base, Turkey to satisfy repetitive cargo movement or related requirements. Standing contracts are usually valid for one year.

strategic airlift. The common-user airlift linking theaters to the continental United States (CONUS) and to other theaters, as well as the airlift within CONUS. These assets are assigned to the Commander in Chief, United States Transportation Command. Due to the intertheater range involved, strategic airlift is normally comprised of the heavy, longer range , intercontinental airlift but may be augmented with shorter range aircraft when required. Also called intertheater airlift. (Joint Pub 1-02)

Strategic Distribution (SD). An enterprise-level redesign of the DoD global distribution system. Emphasizes a velocity-based, end-to-end distribution system in accordance with JV 2020.

Specific details pertaining to SD procedures are contained in USTRANSCOM's SD publication 1-1 and can be accessed at https://business.transcom.mil/j4/SDMI/sdmi_home/cinc_regions/sdmi_e/SDMIE_OI.pdf

strategic level of war. The level of war at which a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) security objectives and guidance and develops and uses national resources to accomplish these objectives. Activities at this level establish national and multinational military objectives; sequence initiatives; define limits and assess risks for the use of military and other instruments of national power; develop global plans or theater war plans to achieve these objectives; and provide military forces and other capabilities in accordance with strategic plans. (Joint Pub 1-02)

strategic mobility. The capability to deploy and sustain military forces worldwide in support of national strategy. (Joint Pub 1-02)

strategic sealift. The afloat prepositioning and ocean movement of military materiel in support of U.S. and multinational forces. Sealift forces include organic and commercially acquired shipping and shipping services, including chartered foreign-flag vessels and associated shipping services. (Joint Pub 1-02)

tactical level of war. The level of war at which battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces. Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. (Joint Pub 1-02)

Total Asset Visibility (TAV). The capability to provide users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, and supplies. It also includes the capability to act upon this information to improve overall performance of logistics practices. The TAV program is designed to provide the joint infrastructure necessary for tracking assets in-process, in-storage, and in-transit. HQ USEUCOM, through its TAV Task Force, is the theater focal point for TAV programs. (Defense Total Asset Visibility Implementation Plan)

theater. The geographical area outside the continental United States for which a commander of a combatant command has been assigned responsibility. (Joint Pub 1-02)

theater-assigned transportation assets. Transportation assets assigned under the combatant command (command authority) of a geographic combatant commander. (Joint Pub 1-02)

Theater Distribution Center (TDC). Located at Panzer Kaserne, kaiserslautern, the TDC is the USAREUR breakbulk point for incoming multi-consignee containers and incoming commercial/military air pallets.

Theater Distribution Management Cell (TDMC). Located at Ramstein AB, the TDMC is a multi-service staffed distribution management organization that makes modal decisions for the

onward movement of USEUCOM air cargo transiting the theater. The TDMC also serves as the Airlift Clearance Authority for all services at Ramstein.

traffic management. The direction, control, and supervision of all functions incident to the procurement and use of freight and passenger transportation services. (Joint Pub 1-02)

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

transportation emergency. A situation created by a shortage of normal transportation capability and of a magnitude sufficient to frustrate military movement requirements, and which requires extraordinary action by the President or other designated authority to ensure continued movement of essential Department of Defense traffic. (Joint Pub 1-02)

transportation movement requirement. The need for transport of units, personnel, or materiel from a specified origin to a specified destination within a specified timeframe. (Joint Pub 1-02)

transportation priorities. Indicators assigned to eligible traffic which establish its movement precedence. Appropriate priority systems apply to the movement of traffic by sea and air. In times of emergency, priorities may be applicable to continental United States movements by land, water, or air. (Joint Pub 1-02)

United States Transportation Command. The unified command with the mission to provide strategic air, land, and sea transportation for the Department of Defense, across the range of military operations. Also called USTRANSCOM. (Joint Pub 1-02)

voluntary intermodal sealift agreement. The objective of the Voluntary Intermodal Sealift Agreement (VISA) is to provide the Department of Defense (DoD) with assured access to U.S. flag assets, both vessel capacity and intermodal systems, to meet DoD contingency requirements. VISA should eventually replace the current Sealift Readiness Program. This new concept is modeled after DoD's civil reserve air fleet program. Carriers will contractually commit specified portions of their fleet to meet time-phased DoD contingency requirements. A one-year prototype was instituted on 1 October 1995. Also called VISA. (Joint Pub 1-02)

water port operations. Involves all inbound and outbound operations at water ports in USEUCOM AOR.

WCA. Water clearance authority for all inbound and outbound movements of DoD cargo moved by sea.

worldwide port system (WPS). WPS provides port management information, ocean transportation and port clearance documentation, and in-transit visibility for all surface shipments moving between SPOEs and SPODs.

POINT OF CONTACT LIST

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EUCOM J4 (Patch Barracks, Stuttgart)	0711-680-….
JMD	430-8376
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J4 Plans	430-5577
JMC	430-8362/5027/8839/8307
ICTB	430-5987
ICTB	430-5946
USTC LNO	430-8517
MTMC LNO	430-6420
J4 Duty Officer	430-8776
SOCEUR J4 (Patch Barracks, Stuttgart)	(0711) 680-....
Director, Logistics	430-5383
Transportation Office	430-5707/4032

Army POCs

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USAREUR G4 (Campbell Barracks, Heidelberg)	06221-57-….
Chief, Plans and Operations Division	370-6511
Chief, Current Operations Branch	370-6751
Opns Trans	370-6950/8914/7534/8364
USAREUR LAD (Friedrichsfeld)	06214-87-….
Chief	375-5156
AIT	375-6035/5153/5151/5125
TC-AIMS	375-5143/5142
21st TSC (Panzer Kaserne, Kaiserslautern)	0631-413-….
DMC	484-7278/8688/7689/7209
EOC	484-7500/7743
PMO, Transportation Security	484-7613
1st TMCA (Kleber Kaserne, Kaiserslautern)	0631-411-….
Commander	483-8500/8501
Executive Assistant	483-8548
Senior Traffic Manager	483-8520
TMCC	483-6177/8688/8409
Container Opns	483-6147/6148
37th TRANSCOM (Kleber Kaserne, Kaiserslautern)	0631-411-….
Commander	483-8225/7217
S3	483-7979
Highway Opns	483-7508/7034
V Corps HQ (Campbell Barracks, Heidelberg)	06221-57-….
Corps Trans Officer	370-5460 /5401
3rd COSCOM (Wiesbaden Army Airfield, Wiesbaden)	0611-705-….
Spt Opns Trans	337-5673/5989/6957
1 AD DTO (Rose Barracks, Bad Kreuznach)	0671-609-….
DTO	490-7530/7531
1 ID DTO (Wuerzberg)	0931-889-….
DTO	350-6612/7326
SETAF (Vicenza, Italy)	0039-444-51-….
G4	634-7704
Deputy G4	634-7535
598th Terminal Group (Rotterdam)	0031-10-459-….
Commander	362-2211/2520
S2/3	362-2213/2321
Operations	362-2330/2205

Air Force POCs

OFFICE	Telephone
HQ USAFE (Ramstein AB)	06371-47-
LGT	480-7677
LGTR	480-7460/5149
LGTT	480-7368/6220
OL-A USAFE, LSS (Rotterdam)	362-2518
OL-B USAFE LSS (Bremerhaven, GE)	0471-891-8715
OL-F USAFE LSS (Camp Darby,IT)	633-8209
3 AF/LGTT (RAF Mildenhall)	238-2021
48 FW (RAF Lakenheath)	226-3317
52 TRANS (Spangdahlem AB)	452-6110
86 TRANS (Ramstein AB)	480-2125
100 LG (RAF Mildenhall)	238-7124
422 ABS (RAF Croughton, UK)	236-8120
423 ABS (RAF Molesworth/Alconbury)	268-3017/3852
424 ABS (RAF Fairford, UK)	247-4338
426 ABS (Stavenger, Norway)	224-1512
OL-A 426 ABS (Oslo)	224-1400. Ext: 3450
469 ABG (Rhein-Main AB)	330- 6019
470 ABS (Geilenkirchen, GE)	49-02451-63-2227
16 AF/A434 (Aviano AB)	632-8470
OL-A, 16AF (Tel Aviv)	00972-99567-081
31 TRANS (Aviano AB)	632-4121
39 TRANS (Ircirlik AB)	676-3266
39 Wing/OL-A (Istanbul)	90-212-663-0930
Det 1, 39 (Ankara, TU)	672-3293
425 ABS (Izmir, TU)	675-3391
496 ABS (Moron AB)	722-8131
16 EABS (Istres, France)	33-442110513
401 EABG (Tuzla, Bosnia)	00387-75814-294 Ext:762-8042

Navy POCs

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Command Duty Officer	235-4080
COMFAIRMED (Naples, IT)	
Logistics	626-3099
ASCOMED	626-3177
NAS Sigonella, IT	
Supply/Transportation	624-5280
Air Terminal	624-5987
NSA Naples, IT	
Supply/Transportation	626-5442
Water Freight/Customs	626-5345
Air Terminal	626-5066
NAVSTA Rota, SP	
Supply	727-2380
Transportation	727-2790
Air Terminal	727-2138
NSA Souda Bay, GR	
Supply	266-1254
Transportation	266-1520
Air Terminal	266-1390
NSA La Maddalena, IT	
Supply/Transportation	623-8324
Air Terminal	623-8414/8333
NAS Keflavik, Iceland	
Supply/Transportation	450-7085
NAVACTS UK, London, UK	
Supply/Transportation	235-6174