

# Thinking about Logistics

Contractors on the Battlefield  
Logistics Transformation

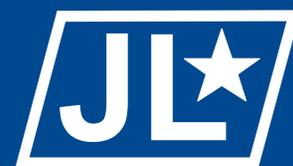
***also in this edition:***

Oil Logistics in the Pacific War

Inside Logistics—JMC Executes Seamless Movement of  
Resources

Excellence in Writing Contest

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*of*  
**LOGISTICS**

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# INSIDE LOGISTICS



EXPLORING THE HEART OF LOGISTICS

## JMC Executes Seamless Movement of Resources

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More than 95 percent of US-based units transit the US European Command (EUCOM) area of responsibility (AOR) en route to Afghanistan and Iraq. The organization responsible for managing this and the movement of EUCOM-based forces is the Joint Movement Center (JMC) located in Stuttgart, Germany.

The JMC is the cornerstone of the command's movement process. As part of Operation Enduring Freedom, the JMC coordinated more than 8,217 missions from October 2002 through January 2004. Approximately 140,000 passengers (PAX), 207,400 short tons, and 115,300 square feet of ship tonnage traversed the AOR via multimodal transport. The JMC also coordinated more than 2,060 missions in support of Operation Iraqi Freedom, moving 59,881 passengers, 178,802 short tons, and 6,473,328 square feet of tonnage within a 4-month window.

The multimodal (trucks, trains, barge, airlift, and sealift) movement of troops and equipment supporting the Global War on Terrorism is the largest force rotation in EUCOM's history. The JMC plays a pivotal role in the planning, coordination, and execution of these movements. It is organized based on joint doctrine and designed to expand and contract in proportion to operational requirements.

The JMC executes the strategic and intratheater transportation system within the EUCOM theater. Its primary mission is to manage transportation by planning, allocating, apportioning, deconflicting, coordinating, and tracking deployment, redeployment, and sustainment of EUCOM and supported forces and ensure their movement supports the theater distribution plan.

The JMC participates in crisis action planning, writes transportation estimates, provides information on airfield and port capabilities and limitations, contributes to mission analysis, and orders preparation for numerous contingency operations. JMC personnel perform these functions around the clock by working closely with the US Transportation Command, US Central Command, host-nation countries, components, and numerous transportation agencies. The goal is to ensure all movement is synchronized to meet operational and logistical time lines.

The JMC also serves as an interface between our components and numerous transportation agencies to facilitate planning and resolve mobility issues.

During normal operations, 26 joint service people are assigned to the JMC. However, during the height of Enduring Freedom, in the winter and spring of 2003, the JMC surged to 53 persons. Complicating things further, it conducted split-base operations at a forward deployed organization of 21 persons at Incirlik AB, Turkey. Approximately 70 percent of the JMC are reservists and National Guard augmentees with tours of duty ranging from 90 days to 1 year. Although turbulent because of the high turnover rate, the JMC could not accomplish its mission without mobilized citizen soldiers, sailors, marines, and airmen.

The JMC consists of a data transportation feasibility section, plans section, and operations section. The operations section is divided further into sealift, inland, and airlift cells. The data transportation feasibility section uses 12 automated systems (Joint Operations Planning and Execution System, Global Transportation Network, Single Mobility System, Global Decision Support System, Allied Deployment and Movement System, to name a few) to track and provide a current and forward look of upcoming movements within the AOR. It also maintains a database on all modes of movement within the command. For example, this database calculates the number of passengers and short tons moved by each mode of transportation during a given



Figure 1. USNS *Brittin* Loading Equipment for Iraqi Freedom II

(continued on page 46)

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45. Mcllvaine, 246-249.
46. Dunbar.
47. Mansfield, 1.
48. Mentzer, 18.
49. Anderson, 4.
50. Bolstroff, 1-9.
51. Mcllvaine, 331.

*At the time of the writing of this article, Lieutenant Colonel Frede was a student at the Air War College* 

(JMC Exercises Seamless Movement of Resources continued from page 28)

operation. It also provides useful information for tracking mission progress and force closure and gives a summary of force flow for future planning.

The JMC currently operates the Logistics Sustainment Cell (LSC) at Incirlik. The LSC's primary mission is to coordinate and monitor the movement of sustainment to US forces and humanitarian efforts in northern Iraq. From April 2003 through January 2004, the LSC coordinated the delivery of more than 62 million liters of water, 3 million pounds of fresh fruit and vegetables, 447 million liters of fuel, 276 measurement tons of liquid propane gas, 1.3 billion liters of benzene and kerosene, and 12 million short tons of miscellaneous cargo. Commercial trucks moved all this into Iraq via ground lines of communication from several locations in Germany and Turkey. This line of communication averages more than 5,000 trucks in the



**Figure 2. Trucks Awaiting Passage into Northern Iraq Through Harbur Gate**

transportation system on a daily basis. It extends from central Germany, south through Turkey, and crosses into northern Iraq through the only crossing point—Habur Gate at the Turkey-Iraq border. This vital supply route significantly reduces airlift and sealift cost. In addition to ground resupply, approximately three strategic airlift channels from Ramstein AB, Germany, and Moron AB, Spain, deliver equipment and sustainment into northern Iraq each week.

The JMC also manages transportation in numerous other countries throughout the theater, ranging from Africa to Russia and the Middle East. Some other major operations the JMC supports are the Stabilization Force in Bosnia and Herzegovina, Kosovo Forces (KFOR), humanitarian assistance in Africa, North Atlantic Treaty Organization (NATO) member support for participation in multinational exercises, Georgia Train and Equip Program, and exercise-related construction programs in the West African states. Sustainment into the Balkans includes more than 55 trucks daily, 2 trains per month, and 6 C-130 flights per week. The ground movement crosses eight countries (some trips lasting more than 3 weeks) to arrive at their destination. Another elongated movement is delivering cargo and sustainment to Enduring Freedom in Afghanistan. In addition to C-17 channels, trains move through Germany, Poland, the Ukraine, Russia, Uzbekistan, and Kazakhstan to Bishkek, Kyrgyzstan. Ships carrying cargo to Enduring Freedom sail through the Mediterranean Sea through the Suez Canal to Karachi, Pakistan, then via truck into Afghanistan.

Most notable of these smaller but significant operations was the role played by the EUCOM JMC in the Joint Task Force (JTF) Liberia Operation. The JMC deployed personnel to the joint task force and assisted in the development and execution of a JTF Liberia JMC in support of the humanitarian assistance and stability operation in Liberia, Africa.

One of JMC's most challenging missions is the planning, coordination, and execution of coalition movements for the



Figure 3. KFOR Deployment



Figure 4. Albanian Troops Preparing to Board a C-17

Polish-led Multinational Division-Center South sector in Iraq and other troop-contributing nations in support of Iraqi Freedom and Enduring Freedom. The contributing nations include 17 countries within the EUCOM AOR, while the Multinational Division involves 23 countries from around the globe. To execute these movements effectively, the JMC established the European Deployment Cell in Warsaw, Poland. The European Deployment Cell is responsible for movements through numerous air and seaports of embarkation and debarkation to ensure that troop-contributing nations within the EUCOM AOR meet US and NATO standards for movement on US military transports. In addition to NATO countries, the European Deployment Cell has moved Moldovan, Albanian, Ukrainian, Azerbaijani, Estonian, Latvian, Georgian, and Lithuanian forces. Surface Deployment and Distribution Command teams augment the deployment cell

to execute port of debarkation operations in countries such as Poland, Spain, Romania, and Bulgaria. US Army Europe and US Air Forces in Europe (USAFE) operated the European Deployment Cell during the Iraqi Freedom rotations.

Another JMC initiative was unit movement certification training of Polish military personnel. Certification ensured that allied forces possess the skills necessary to prepare PAX and cargo for movement in accordance with US and NATO standards. The US Army, Europe Seventh Army Training Command conducted the training, which included unit movement, hazardous materials, and load planning courses. The 45-day movement training certified 21 Polish military members to perform functions formerly executed by the US military, resulting in significant cost savings for the US Government. This first-ever training sets the standard for future training so that contributing nations can achieve unit movement standards.

Recently, the JMC was responsible for developing the concept of a forward aerial transload hub at Incirlik. The hub serves as an intermediate transfer point for the redeployment of more than 25,000 US persons from northern Iraq. This operation expedites the redeployment of personnel and equipment from Iraqi Freedom II to the continental United States and adheres to the boots on ground time line. Furthermore, it minimizes the use of precious C-130 intratheater air assets and reduces load capacity on the aerial port at Kuwait City International Airport. USAFE's 39<sup>th</sup> Airlift Wing executes the transload operation, which runs from January through April 2004. Most important, the use of Incirlik demonstrates the Turkish commitment to the Global War on Terrorism.

In addition to contingency movements, the EUCOM JMC resolves numerous issues to include:

- Air space and overflight coordination and approval
- Transit rights through various countries within the EUCOM AOR
- Force protection for all vessels transiting the Mediterranean and calling ports in the EUCOM AOR
- Beddown locations for aircraft and passengers (air-to-air interface sites)
- Fuel, subsistence, replenishment, and maintenance support for aircraft, ships, and vehicles transiting AOR

The JMC is a multifaceted, diverse entity, executing short- and long-range movement issues to improve transportation into, out of, and through the EUCOM AOR. The key to its success is a simple movement formula:

Planning + Coordinating + More Coordinating +  
Flexibility in Execution = Success

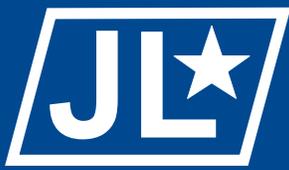
*Lieutenant Colonel McClean is the chief of the J-4, Joint Movement Center, EUCOM, Stuttgart, Germany. Captain Henson is a Tennessee Army National Guardsman assigned to the J-4, Movement Center.*



## notable quotes

*The line between disorder and order lies in logistics.*

—Sun Tzu



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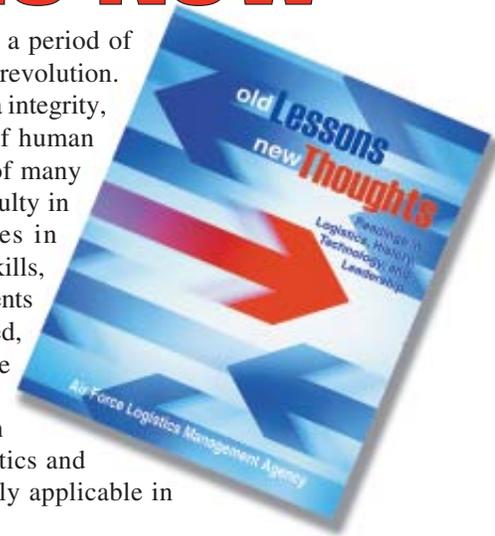
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**NEW!**

# Available Now

Military logistics, at a more fundamental level, is in a period of transition brought about by the evolving information revolution. Many challenges concerning workflow, improving data integrity, and efficient communications still exist. A variety of human and cultural factors still impede full-scale adoption of many new information technologies—complexity and difficulty in the use of some systems, loss of control, changes in fundamental power relationships, uselessness of old skills, and changes in work relationships. Change and instruments of change, as apparent as they seem once implemented, often elude understanding before they enter the mainstream.

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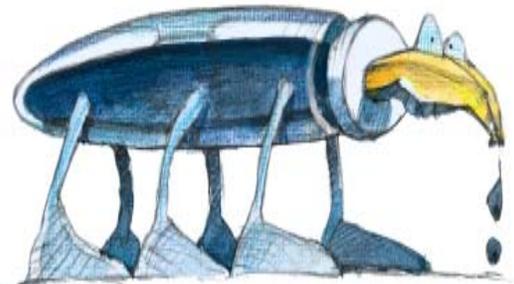
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Major Kevin J. Schields, USAF

## Time-Based Acquisition



The Editorial Advisory Board selected "Time-Based Acquisition"—written by Major Kevin J. Schields—as the most significant article to appear in Vol XXVII, No 4 of the *Air Force Journal of Logistics*.