



Manpower and Organization

ORGANIZATION AND FUNCTIONS

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This pamphlet defines the organization and functions of the United States Transportation Command (USTRANSCOM), Scott Air Force Base, Illinois. USTRANSCOM is organized as a unified combatant command. The USTRANSCOM Commander receives direction from the Secretary of Defense (SECDEF) through the Chairman, Joint Chiefs of Staff (CJCS). The USTRANSCOM mission is to develop and direct the Joint Deployment and Distribution Enterprise to globally project national security capabilities, accurately sense the operating environment, provide end-to-end visibility, and rapidly respond to support joint logistics requirements. Combatant command is exercised by the USTRANSCOM Commander over USTRANSCOM's three component commands, which execute the USTRANSCOM mission. The Army's Military Surface Deployment and Distribution Command (SDDC) provides global surface deployment and distribution services to meet the nation's objectives. The Navy's Military Sealift Command (MSC) provides ocean transportation of equipment, fuel, supplies, and ammunition to sustain United States forces. The Air Force's Air Mobility Command (AMC) provides airlift, aerial refueling, special air mission, and aeromedical evacuation for United States forces. In an effort to transform global distribution, SECDEF re-designated Commander USTRANSCOM as the Distribution Process Owner (DPO). In this role, USTRANSCOM coordinates and oversees the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide, end-to-end distribution. Also, develops and implements distribution process improvements that enhance the Defense Logistics and Global Supply Chain Management System. USTRANSCOM serves as the Mobility Joint Force Provider, identifying and recommending global joint sourcing solutions, in coordination with the Services and other combatant commanders, from all mobility forces and capabilities to the CJCS. And is responsible for providing DOD global patient movement, in coordination with geographic combatant commands, through the Defense Transportation System.

The use of a name of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the DOD or USTRANSCOM.

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Updates the text and attachments. NOTE: Since this directive has been revised in its entirety, asterisks will not be used to identify revised material.

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Chapter 1

COMMAND GROUP

1.1. Office of the Commander (Dept B02420001):

1.1.1. Serve as the Commander of USTRANSCOM.

1.1.1.1. Exercise operational command over the organization and operation of all assigned forces in accordance with the policies established by the Secretary of Defense (SECDEF).

1.1.2. Plan, coordinate, direct, and monitor movement and deployment of forces and materiel necessary to meet military objectives.

1.1.3. Assure integration of components' supporting plans for common-user lift of forces and materiel for contingencies and general war.

1.1.4. At the direction of the SECDEF, directs, coordinates, and monitors intra-continental United States (CONUS) and inter-theater movements involving common-user lift for the supported commander from the planning stage through the execution phase.

1.1.5. As the DOD-designated Distribution Process Owner, USTRANSCOM coordinates and oversees the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide, end-to-end distribution. Also, develops and implements distribution process improvements that enhance the Defense Logistics and Global Supply Chain Management System. USTRANSCOM serves as the Mobility Joint Force Provider, identifying and recommending global joint sourcing solutions, in coordination with the Services and other combatant commanders, from all mobility forces and capabilities to the CJCS. And is responsible for providing DOD global patient movement, in coordination with geographic combatant commands, through the Defense Transportation System.

1.2. Office of Air National Guard Advisor to the Commander:

1.2.1. The principal advisor to the USTRANSCOM Commander and senior staff on all matters concerning Air National Guard issues.

1.3. Command Senior Enlisted Leader (Dept B02420001):

1.3.1. The principal advisor to the USTRANSCOM Commander and senior staff on all matters of leadership, professional development, career progression, health, welfare and morale and effective utilization of all assigned Soldiers, Sailors, Airmen, Marines, and Coast Guardsmen assigned to the command and USTRANSCOM component commands.

1.3.2. Serve as the USTRANSCOM liaison to the Senior Enlisted Advisor to the CJCS, Combatant Command Senior Enlisted Leaders, and Enlisted Service Chiefs.

1.3.3. Provide education to exterior customers of USTRANSCOM services thru public speaking forums to ensure command capabilities are known.

1.3.4. Provide for the effective career progression/development through Joint Enlisted Professional Military Education and associated development programs.

1.3.5. Establish/execute career development programs via the senior service representative for all assigned services. Programs joint and service-specific education avenues for all enlisted grades.

1.3.6. Ensure effective utilization of all assigned enlisted members.

1.4. Office of the Deputy Commander (Dept B02420002):

1.4.1. Serve as a principal advisor to USTRANSCOM Commander and assists in the performance of assigned duties and responsibilities.

1.4.2. Act on matters affecting the command in the absence of the Commander.

1.5. Inspector General (Dept B02420007):

1.5.1. Responsible for the USTRANSCOM Inspector General (IG) Complaint System; Fraud, Waste, and Abuse (FWA) Program; Whistle Blower Protection; military reprisal investigations, and other investigations or assistance as directed.

1.5.2. Coordinate, track, and monitor the DOD IG Complaints Programs.

1.5.3. Develop and implements the command fiscal year inspection plan.

1.5.4. Appoint Investigation/Inquiry Officers from within the command, as needed for internal TCIG investigations. The TCIG Deputies and Staff Judge Advocate's office will provide investigative training and guidance for appointed investigative officers.

1.5.5. In coordination with the USTRANSCOM Staff Judge Advocate, inspects the Intelligence Oversight Program in accordance with Federal and other laws, executive orders, and DOD directives.

1.5.6. Coordinate IG activities and other matters with the TCC IGs, the Joint Staff IG, DOD IG, and all other IG offices external to USTRANSCOM.

1.5.7. Monitor the effectiveness of the USTRANSCOM Management Control Program.

1.6. Office of the Chief of Staff (Dept B02420003):

1.6.1. Serve as advisor and assistant to the Commander and Deputy Commander.

1.6.2. Direct and coordinates the activities of the staff in accordance with the policies and instructions of the Commander and Deputy Commander.

1.6.3. Act as a primary point of contact with USTRANSCOM and Transportation Component Command (TCC) staffs.

1.6.4. Act as Senior Procurement Executive for Command Acquisition, responsible for management direction of the acquisition system of the executive agency, including implementation of the unique acquisition policies, regulations, and standards of the executive agency. Develop and maintain a procurement career management program in the executive agency to assure an adequate professional work force.

1.7. Defense Transportation Coordination Initiative (DTCI) Program Management Office (Dept B20231300):

1.7.1. The DTCI is a Distribution Process Owner initiative that contributes to logistics transformation and the goal of the Department of Defense (DOD) to integrate logistics and make it more efficient. DTCI is a continental United States (CONUS) freight management system that will increase operational effectiveness and achieve cost savings. DTCI will obtain efficiencies through best business practices such as increased consolidations and mode

conversions. These practices, along with other optimization schemes and improved commercial shipping rates, will provide cost savings over historical shipping costs. The overall goal of the program is to improve reliability, predictability, and efficiency of DOD materiel moving within the CONUS through a long-term partnership with a world class coordinator of transportation management services. The DTCI PMO is responsible for implementing the acquisition strategy, with initial implementation at 67 service/agency shipping sites, and long-term program execution.

1.8. Command First Sergeant (Dept B02420003):

1.8.1. Advise Commander, Deputy Commander, Chief of Staff, Service Element Commanders, and other staff agencies on matters of health, morale, welfare, and use of enlisted personnel.

1.8.2. Single point of contact for all enlisted matters.

1.8.3. Principal liaison between command and host wing for matters affecting quality of life for all personnel.

1.8.4. Manage Air Force Dependent Care Program and oversee other Service Family Care Programs.

1.8.5. Supervise administration of adverse actions, to include letters of reprimand, unfavorable information files, control rosters, Articles 15, and administrative discharges.

1.8.6. Review awards, decorations, assignments, enlisted performance reports, Professional Military Education selection, retraining, special duty assignments, and training quotas.

1.8.7. Ensure accurate and timely processing of promotions, quality force, and disciplinary actions.

1.8.8. Chair Service-specific enlisted promotion boards.

1.9. Command Support Group:

1.9.1. Protocol (Dept B02420004):

1.9.1.1. Formulate and coordinate all arrangements for visiting dignitaries with appropriate staff agencies.

1.9.1.2. Provide protocol guidance and support for command-sponsored conferences and functions.

1.9.1.3. Provide protocol support for USTRANSCOM command and base functions, as required.

1.9.1.4. Coordinate with financial management staff on management of the Commander's Official Representation Funds (ORF) and the Command's Special Morale and Welfare (SM&W) funds.

1.9.1.5. Procure and maintain USTRANSCOM mementos for Commander's presentation.

1.9.2. Public Affairs (Dept B02420006):

1.9.2.1. Serve as principal advisor to the Commander and staff on all aspects of public affairs, to include news media relations, public and internal information, and community relations.

1.9.2.2. Ensure a free flow of news and information to news media, general public, and internal audiences of USTRANSCOM IAW the DOD Principles of Information, limited only by national security and Privacy Act constraints.

1.9.2.3. Develop PA policies, plans, and programs in support of USTRANSCOM objectives and operations.

- 1.9.2.4. Prepare and coordinate Proposed Public Affairs Guidance (PPAG) for submission to Office of Assistant Secretary of Defense (OASD/PA) for approval and dissemination to all DOD public affairs personnel concerning USTRANSCOM objectives, operations and exercises.
- 1.9.2.5. Develop PA guidance, plans, and annexes for USTRANSCOM supported exercises and operations. Include in operations plans a public affairs annex that establishes responsive public affairs organization and structure and provides dedicated personnel, facilities, equipment, transportation, and communication assets to the public affairs mission.
- 1.9.2.6. In addition to planning required under Joint Pub 5-03.2, develops operational PA policy and guidance with DOD Instruction 5405.3, which recommends the public affairs posture (active or passive), proposes news statements, and provides responses to anticipated news media questions.
- 1.9.2.7. As appropriate, establishes, resources, and operates Joint Information Bureaus to serve as focal points of interface between the joint forces and the news media.
- 1.9.2.8. Observe and analyzes trends in public opinion which may affect the command.
- 1.9.2.9. Promote coordination, cooperation, and mutual understanding among the Transportation Component Command (TCC) PA offices.
- 1.9.2.10. Support the PA requirements and integration of Reserve component PA personnel and units.
- 1.9.2.11. Coordinate security and policy review (IAW USTRANSCOM Instruction 35-2) of all pamphlets, brochures, regulations, web pages, and other printed and electronic media prepared by the command or by contractors for the command.
- 1.9.2.12. Serve as official spokesperson for the command and releasing authority for information on USTRANSCOM to the news media.
- 1.9.2.13. Receive, analyze, and facilitate replies to inquiries on USTRANSCOM policies, programs, or activities that are received from the news media, as well as from the general public.
- 1.9.2.14. Serve as official point of contact for public and media activities by the Commander and staff.
- 1.9.2.15. Ensure the USTRANSCOM public portal web page is maintained and operated as the official primary point of access to USTRANSCOM information on the Internet in accordance with Web Site Administration Policies and Procedures established by the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence, and USTRANSCOM/TCJ6.
- 1.9.2.16. Maintain liaison with, and provides appropriate assistance to, representatives of the news media, Government and non-Government, the TCCs, OASD/PA, CJCS/PA, other combatant commands, Services, and industry members of the public.
- 1.9.2.17. Disseminate information about the command to various media through press releases, pamphlets, brochures, e-mail, web pages, and other printed and electronic media.
- 1.9.2.18. Assist news media in gaining access to the full spectrum of USTRANSCOM units and personnel conducting joint and unilateral operations, subject to special operations restrictions.
- 1.9.2.19. Coordinate media availabilities and interviews with subject matter experts and senior leaders in the command and with senior DOD officials visiting the command.
- 1.9.2.20. Maintain, operate, update, and control content posted to "Top Stories" portion of the public portal web page.

1.9.2.21. Maintain, publishes, and distributes an electronic news service sent periodically to subscriber's e-mail in-boxes about USTRANSCOM.

1.9.2.22. Disseminate information about the command to internal publics through the use of pamphlets, brochures, e-mail, web pages, and other printed and electronic media.

1.9.2.23. Maintain and updates the command display. Coordinates command display shipment and setup at symposiums, trade shows, etc.

1.9.2.24. Coordinate and serves as Officer of Primary Responsibility (OPR) for all command-related "Commander's Call" assemblies.

1.9.2.25. Resource, prepare, publish, and distribute a monthly command information newsletter. Foster understanding of, and goodwill toward, the command by the public through the use of pamphlets, brochures, web pages, and other printed and electronic media through base and command tours and participation in community events.

1.9.2.26. Prepare speeches, public statements, articles for publication, and other materials for public release by the Commander, Deputy Commander, Chief of Staff, and others, as applicable.

1.9.2.27. Prepare Commander's event briefs for local community events as well as selected trip books.

1.9.2.28. When appropriate, develops and executes comprehensive public affairs and strategic communication strategies in support of the USTRANSCOM mission.

1.9.2.29. Coordinate public affairs and graphic arts support for all USTRANSCOM Special Events.

1.9.3. Base Realignment and Closure (BRAC) Transformation Office (Dept B02420008):

1.9.3.1. Plan, direct, and manage all Secretary of Defense BRAC recommendations to consolidate Transportation Command Components at one location.

1.9.3.2. Interface with OSD and Service (Army and Air Force) BRAC offices on BRAC implementation issues.

1.9.3.3. Command focal point for plan, design, and construction of temporary and permanent BRAC facilities.

1.9.3.4. Direct multi-functional task force to collocate and consolidate 1000+ person Military Surface Deployment and Distribution Command at Scott Air Force Base by FY10.

1.9.3.5. Administer monthly Flag Officer/General Officer and TCCC BRAC status meetings to keep command and component command leadership informed on BRAC status.

1.9.3.6. Direct/oversee mission-focused transformation; consolidated "backshop" functions (TCAQ and TCJ8), staff support functions, and information technology.

1.9.3.7. Manage cross-component USTRANSCOM BRAC program plan (P-Plan) to guide BRAC effort.

1.9.3.8. Attends USTRANSCOM Council of Colonels to ensure synergy between Focus Warfighter III, Fused Operations Center, and command transformational initiatives.

1.9.3.9. Manage reengineering of business processes to drive operational efficiencies.

1.9.3.10. Command focal point for AMC-led BRAC Site Activation Task Forces (SATAF).

1.9.3.11. Act as the USTRANSCOM technical expert and single point of contact for facility engineering, including planning, programming, and execution, related to USTRANSCOM-wide infrastructure and transformation issues.

- 1.9.3.12. Responsible for facilities management and infrastructure planning of USTRANSCOM facilities.
- 1.9.3.13. Provide oversight of component engineering activities and provides appropriate updates to TCCS.
- 1.9.3.14. Responsible for routine, urgent, and emergency repairs to USTRANSCOM buildings 1900, 1911, and 1961.
- 1.9.3.15. Manage and directs the technical planning, scheduling, and accomplishment of all structural maintenance, repair, and construction activities for all buildings. Installs fixtures, hardware, and other building components.
- 1.9.3.16. Receive all requests for minor construction, alteration, and modification of USTRANSCOM buildings.
- 1.9.3.17. Assist TCJ6 as Assistant Facility Telecommunications Officer and TCJ3 with Emergency Management and Safety programs.
- 1.9.3.18. Coordinate required Base Civil Engineering support and approves all self-help projects.
- 1.9.3.19. Advise designated supply and equipment custodians.
- 1.9.3.20. Provide liaison between command and base-level supply.
- 1.9.3.21. Monitor equipment utilization and accountability.
- 1.9.3.22. Responsible for space management and facilities planning for USTRANSCOM.
- 1.9.3.23. Identify and validate space requirements to satisfy immediate and future command and component's space requirements.
- 1.9.3.24. Integrate emerging space and facility requirements into the command by developing a process to prioritize and validate requirements.
- 1.9.3.25. Interface with AMC/A7 and 375 CES on all command space and facility projects.
- 1.9.3.26. Maintain list of open facility and space work orders/projects.
- 1.9.3.27. Represent command at 375 AW facilities Utilization Board and other senior level organizations covering traffic, safety, and environmental issues.
- 1.9.3.28. Advise USTRANSCOM Chief of Staff on issues as they relate to AMC/A7-chaired Facilities Steering Group.

1.9.4. Research Center (Dept B02420011):

- 1.9.4.1. Advise and assists Commander, USTRANSCOM, and senior staff in a wide variety of areas, to include long-range planning, operations, operational planning, policy formulation, professional development, programming, budgeting, organization, and compliance with legislation and higher headquarters directives.
- 1.9.4.2. Serve as Point of Contact (POC) for historical information on USTRANSCOM and the Defense Transportation System (DTS).
- 1.9.4.3. Provide policy direction, guidance, and review of USTRANSCOM and TCC history programs for Commander, USTRANSCOM.
- 1.9.4.4. Conduct research and write historical reports, chronologies and books documenting the mission, roles, functions, operations, and other activities of USTRANSCOM, both military and commercial, in support of the

unified commands, Services, TCCs, Joint Staff, DOD, White House, and other government organizations and agencies.

1.9.4.5. Oversee the USTRANSCOM oral history program, conducting interviews with the Commander and Deputy Commander, USTRANSCOM, and other key personnel to address major activities and issues regarding the command, including military planning and operations, command relationships, and changes to mission or responsibilities.

1.9.4.6. Manage, supervises, and maintains the USTRANSCOM archives and library for Commander, USTRANSCOM, the staff, TCCs, Joint Staff, and researchers from other government agencies, industry, and academe. Purchases books for the command library and staff.

1.9.4.7. Responsible for collecting, displaying, and preserving art and artifacts depicting the command's mission, activities, and roles to build esprit de corps and mission identity and to educate the Services about their sister Services' history, heraldry, lineage, and honors.

1.9.5. Joint Secretariat/Command Information Management (Dept B02420015) :

1.9.5.1. Joint Secretariat:

1.9.5.1.1. Receive, process, and track correspondence to the Command Section.

1.9.5.1.2. Receive and correct, as necessary, executive-level correspondence requiring Commander/Deputy Commander/Chief of Staff signature.

1.9.5.1.3. Provide guidance to the staff concerning preparation and submission of USTRANSCOM documents. Maintain USTRANSCOM Pamphlet (USTRANSCOMP) 33-2, Communications Guide.

1.9.5.1.4. Issue command-level taskers and maintains a suspense tracking system.

1.9.5.1.5. Act as supply liaison for the Command Section.

1.9.5.1.6. Maintain Commander/Deputy Commander/Chief of Staff temporary correspondence files.

1.9.5.1.7. Maintain and update Staff and DV contact cards/rosters.

1.9.5.2. Command Information Management:

1.9.5.2.1. Advise, direct, establish, manage, and monitor information management procedures and policy, including information gathering and dissemination, for the command.

1.9.5.2.2. Implement DOD, Joint Staff, and military service policies; manages the command Freedom of Information Act (FOIA), Privacy Act (PA), Information Collections and Reports Management, and Command Survey programs.

1.9.5.2.3. Command liaison to the TCCs on FOIA joint operations-related cases.

1.9.5.2.4. USTRANSCOM NATO Account Manager.

1.9.5.2.5. Perform Privacy Impact Assessments (PIAs) on command and TCC's Information Systems under the Federal Information Security Management Act of 2002 (FISMA) and E-Government Act IAW Office of Management and Budget and DOD FY issued guidance.

1.9.5.2.6. Prepare and submits Quarterly Indexing Reports to OSD Records Administration IAW DOD 5400.7-R. Prepare the annual command FOIA report for submission to Congress through DOD IAW DOD FY issued guidance.

1.9.5.2.7. Approve all command information submitted for upload to the command's unclassified web and portal pages.

1.9.5.2.8. Command Records Manager. Formulates policy and procedures for maintenance and disposition of command record holdings and implementation of electronic record keeping programs IAW with Joint Staff Directives.

1.9.5.2.9. Distribute and control all incoming and outgoing mail, to include special service mail (Federal Express [FEDEX], United Parcel Service [UPS], and Airborne Express). Command GCC holder for all special delivery mail.

1.9.5.2.10. Control government vehicle used for mail distributions.

1.9.5.2.11. Manage the command's functional address symbols.

1.9.5.2.12. Command liaison with Scott Air Force Base Official Mail Center (OMC).

1.9.5.2.13. Implement higher headquarters directives and manages the command's publications and forms programs.

1.9.5.2.14. Publish the command staff directory, Visual Aid 33-1, and formulates and publishes command directives, i.e., Indices 2 and 9, Instructions 33-8, 33-20, 33-24, 33-32, 33-35, 33-39, Pamphlets 33-27, 33-31, and 33-40, Handbook 33-25, and Policy Directive 90-11.

1.9.5.2.14.1. Process owner of the command's electronic library.

1.9.5.2.14.2. Manage, control, and electronically designs command forms.

1.9.5.2.14.3. Command liaison with all Services' and other Government Agency publishing and distributions centers.

1.9.5.2.14.4. Command liaison to the Joint Staff on all Joint Staff published products, including draft publications.

1.9.5.2.14.5. Manage the command's reprographics program IAW the congressional Joint Committee on Printing and Government Printing Office established guidelines.

1.9.5.2.14.6. Command liaison with Defense Automated Printing Service.

1.9.5.2.14.7. Manage the command's reprographics budget under Transportation Working Capital Fund (TWCF).

1.9.5.2.14.8. Command reprographics approving authority.

1.9.5.2.14.9. Manage the command's copier lease program.

1.9.5.2.14.10. Appointed Command Support Group Manager's Internal Control (MIC) Program Coordinator

1.9.5.3. Command Safety Office:

1.9.5.3.1. Advise the Commander, Deputy Commander, Chief of Staff, Service Element Commanders, and other staff agencies on matters of safety within USTRANSCOM.

1.9.5.3.2. Single point of contact for safety-related matters.

1.9.5.3.3. Perform safety inspections to identify hazards and reduce potential mishaps.

1.9.5.3.4. Principal liaison between command and host wing for safety-related matters involving USTRANSCOM personnel.

1.9.5.3.5. Coordinate with component safety offices on safety-related issues.

1.9.5.3.6. Manage the Command Ground Safety Program.

Figure 1.1. United States Transportation Command (USTRANSCOM) Organizational Chart.

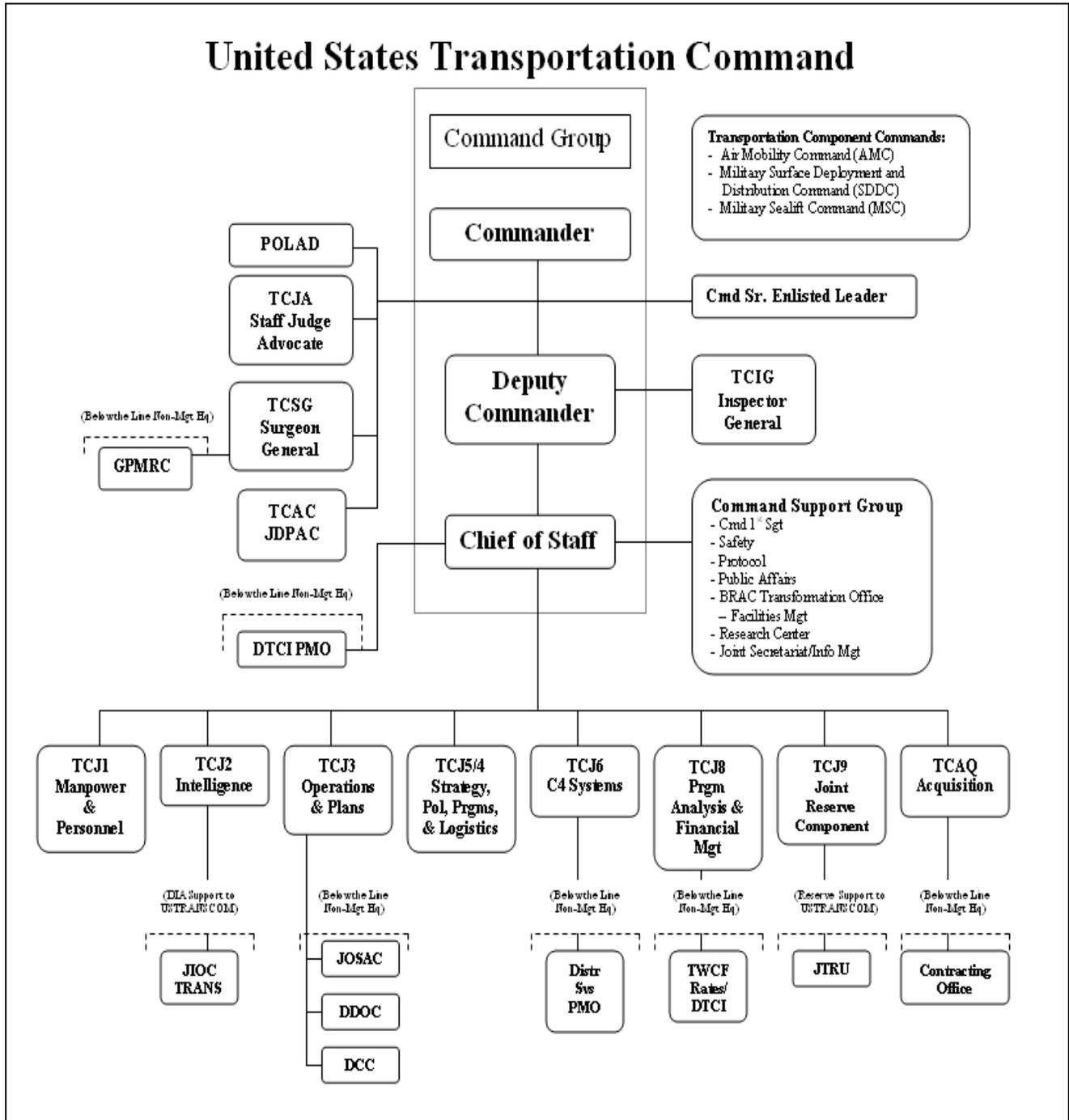
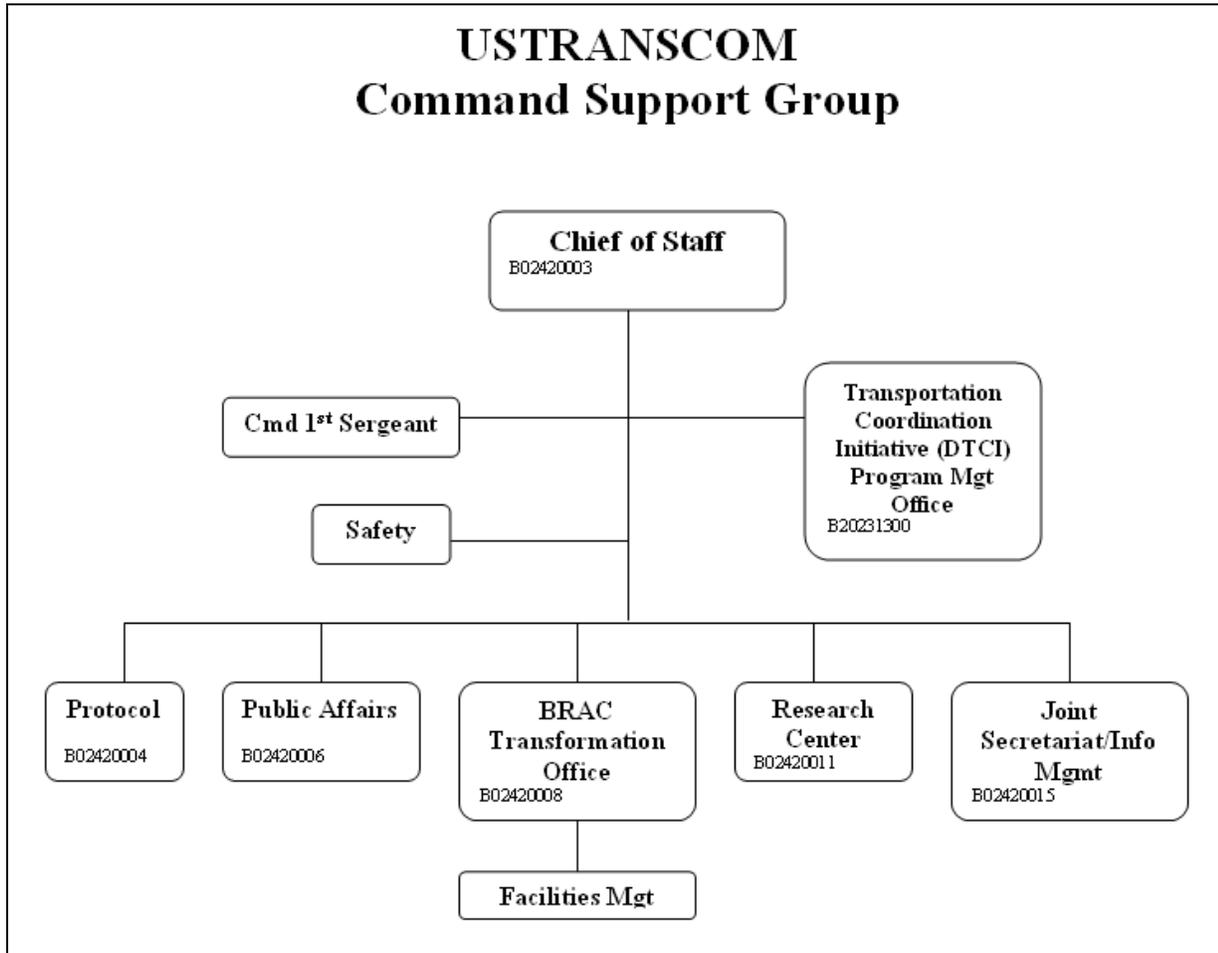


Figure 1.2. USTRANSCOM Command Support Group.



Chapter 2

COMMAND SURGEON

This chapter superseded by USTRANSCOMPAM 38-1, Vol 4

Chapter 3

STAFF JUDGE ADVOCATE

This chapter superseded by USTRANSCOMPAM 38-1, Vol 3

Chapter 4

MANPOWER AND PERSONNEL DIRECTORATE

THIS CHAPTER SUPERSEDED BY USTRANSCOMPAM 38-1, VOL 5

Chapter 5

INTELLIGENCE DIRECTORATE

(Defense Intelligence Agency (DIA) Support to USTRANSCOM)

This Chapter superseded by USTRANSCOMPAM 38-1, Volume 6

Chapter 6

OPERATIONS AND PLANS DIRECTORATE

6.1. Operations and Plans Directorate (Dept B02420300). Directs and synchronizes the nation's Defense Transportation System interpreting national distribution processes with other National, Joint, Coalition, and Service activities to meet national security objectives. Synchronizes strategic forces and logistics infrastructure to produce the required tactical effect. Conducts crisis action and adaptive operational planning to deploy and sustain forces. Directs and monitors process improvements for global DPO operations. Primarily responsible to develop and design the operational architecture and ensure the interjection of operational capabilities regarding automated information systems and other information technology to support global warfighting requirements. Acts as the DOD functional proponent for in-transit visibility (ITV), and Defense Courier (DC) service, schedules/manages all continental United States (CONUS) Operational Support Airlift (OSA), and over watch distinguished visitor (DV) airlift.

6.1.1. Provide Commander, USTRANSCOM, the capability to exercise combatant command of assigned forces worldwide and provide air, land, and sea transportation for DOD.

6.1.2. Synchronize the efforts of USTRANSCOM, and its three components (Air Mobility Command [AMC], Surface Deployment and Distribution Command [SDDC], Military Sealift Command [MSC]), Defense Logistics Agency (DLA) and other Joint Deployment and Distribution Enterprise (JDDE) stakeholders to accomplish the DPO mission.

6.1.3. Champion distribution operations and supply chain management as a core competency of USTRANSCOM. Create a fused operations environment that produces faster, better, and cheaper end-to-end solutions safely and securely.

6.1.4. Build a Fused Operational Environment supported by defined processes and an agile information technology (IT) background.

6.1.5. Single-face to the customer for worldwide movement requirements.

6.1.6. Collaborate with worldwide customers to anticipate movement requirements and develop optimum transportation solutions.

6.1.7. Responsible for determining transportation feasibility, synchronizing competing requirements, and developing end-to-end transportation solutions during peace, crisis, or war.

6.1.8. Maintain centralized control and visibility of DOD transportation and aerial refueling assets and movement operations conducted by component commands.

6.1.9. Responsible for current operations, including appropriate command and control, involving the execution of approved operations plans in support of the Joint Staff and combatant commands.

6.1.10. Develops and defines functional requirements of transportation-related systems which promote coordinated transportation operations among component commands and external agencies.

6.1.11. Serve as command single point of contact (POC) for Special Technical Operations (STO), special category, and special access programs.

6.1.12. Responsible for determining operational requirements for reviewing, analyzing, and integrating all DOD major transportation systems in conjunction with the Command, Control, Communications, and Computer Systems (C4S) Directorate (TCJ6).

6.1.13. Receive and schedule validated, prioritized transportation requirements for CONUS OSA through Joint Operational Support Airlift Center (JOSAC).

6.1.14. Monitor DC service integral to the National Command Authority's Command, Control, Communications, and Computer Intelligence (C4I) systems.

6.1.15. Responsible for application of the Joint Training System (JTS) to USTRANSCOM, including development and execution of the Joint Training Program (JTP).

6.1.16. Responsible for planning execution, and evaluation of USTRANSCOM-sponsored exercises.

6.1.17. Responsible for management of the USTRANSCOM lessons learned and remedial action program.

6.1.18. Serve as Exercise Director for USTRANSCOM exercises.

6.1.19. Serve as lead for executing USTRANSCOM's Global Force Management (GFM) and Mobility Joint Force Provider responsibilities.

6.2. Deputy Director, Operations and Plans (Dept B02420300):

6.2.1. Serve as principal advisor to the directorate on current operations and plans, including appropriate command and control.

6.2.2. Coordinate with Joint Staff, combatant commands, component commands, industry, and other agencies to ensure end-to-end transportation solutions are developed for all movement requirements presented to USTRANSCOM during peace, crisis, potential contingency, or war.

6.2.3. Provide oversight for the execution of worldwide transportation supporting deployments, redeployments, and sustainment during peace, war, contingencies, national emergencies, and training exercises.

6.2.4. Provide oversight in support of the STO, special category, and special access programs.

6.2.5. Ensure all CONUS JOSAC requirements are maintained and executed.

6.2.6. Continually coordinate with AMC and Air Reserve Component (ARC) representatives to improve the interface and enhance the efficiency of air mobility.

6.2.7. Oversee the Command information operations (IO) initiatives.

6.2.8. Recommend actions to better meet the needs of JDDE customers and correct/overcome shortfalls.

6.2.9. Recommend improvements to enhance the functionality of DTS and JDDE.

6.2.10. Coordinates with Defense Courier Center to ensure movement of highly classified, sensitive national security material through a global network of stations.

6.2.11. Oversee command's Fusion Center transformation.

6.3. Deputy Director, Programs and Readiness (Dept B02420300):

6.3.1. Serve as principal advisor to the Director on operational processes, systems, standards, and facilities.

6.3.2. Coordinate with Joint Staff, combatant commands, component commands, military Services, and Defense agencies on the end-to-end process and enabling technologies.

6.3.3. Serve as primary TCJ3 member to the Human Capital Advisory Committee (HCAC) and National Security Personnel System (NSPS).

6.3.4. Recommend improvements to enhance distribution operations through process improvement and enabling technologies.

6.3.5. Recommend actions to better meet the needs of distribution customers and correct/overcome shortfalls. Review, analyze, and prioritize operational impacts related to DOD major distribution systems in conjunction with TCJ6.

6.3.6. Oversee development and implementation of ITV/Quality Assurance operations and metric development.

6.3.7. Ensure Force Protection (FP)/Antiterrorism (AT) assessments and measurements are coordinated for the component commands, as required.

6.3.8. Oversee the USTRANSCOM Readiness Program.

6.3.9. Oversee manning and readiness of the Deployment and Distribution Command and Control (D2C2) capabilities.

6.4. Mobilization Assistant, Operations and Plans (Dept B02420300):

6.4.1. Direct and synchronize global air, land, and sea transportation planning and execution to meet national security objectives by maintaining command and control of lift forces and logistics infrastructure, setting operational lift policy, providing crisis planning for force deployments and sustainment, and advocating improvements to common-user mobility systems and the Joint Deployment Process.

6.4.2. Oversee USTRANSCOM joint crisis action planning, management, and execution.

6.4.3. Oversee all DTS movement requirements and assets.

6.4.4. Provide multi-modal transportation solutions for all customers to include supported commanders, Services, coalition partners, and agencies.

6.4.5. Identify operational constraints and unique requirements to maximize DTS effectiveness and efficiency.

6.4.6. Receive, coordinate, deconflict, and optimize the scheduling and execution of validated transportation, aerial refueling, and aeromedical requirements on behalf of DOD.

6.4.7. Conduct end-to-end air and surface transportation feasibility analysis for current, contingency, and crisis action requirements to include conducting all anticipated Time-Phased Force Deployment Data (TPFDD) execution analysis.

6.4.8. Validate transportation requirements and tasks component commands to plan/execute.

6.4.9. Responsible for monitoring execution, including appropriate command and control, of component command current, crisis action, and contingency operations supporting deployment, redeployment, employment, distribution and sustainment in support of the Joint Staff, unified/specified commands, government agencies, coalition partners, and others.

6.4.10. Responsible for coordinating, monitoring, and providing status on deploying military forces.

6.4.11. Develop, define, and prioritize functional requirements of transportation-related systems.

6.4.12. Serve at Deployment and Distribution Operations Center (DDOC) Director for the combatant commands (COCOMs) as directed.

6.5. Unified Command Liaison Offices (Dept B02420310):

- 6.5.1. Represent Commander, USTRANSCOM in assignment at COCOM, Defense agency, and/or federal agency.
- 6.5.2. Provide advice, assistance, and guidance to COCOM/agency leadership and staff on joint deployment and distribution issues associated with supported COCOM and/or agency operations, plans, exercises, policies, and procedures.
- 6.5.3. Advocate maturing the JDDE within assigned COCOM and/or agency.
- 6.5.4. Advise the COCOMs DDOC to facilitate and resolve transportation/distribution issues.
- 6.5.5. Coordinates and collaborates with other USTRANSCOM liaison officers, as required.

6.6. Operations Integration Division (Dept B02420380):

- 6.6.1. Responsible for the integration of USTRANSCOM IT automated information systems (AIS) into enhanced operations capabilities for DPO.
- 6.6.2. Coordinate the implementation and functional management of USTRANSCOM IT AIS to meet DPO command and control (C2) and ITV requirements as identified in Commander's Guidance, Joint Vision 2020, and the USTRANSCOM Strategic Plan.
- 6.6.3. Ensure IT effectiveness and efficiency through development and use of a comprehensive enterprise operational architecture that links USTRANSCOM strategic objectives, operational processes, and AIS support.
- 6.6.4. Assess DPO IT AIS to identify:
 - 6.6.4.1. How well systems support fused operations centers and corresponding processes enabling deployment and distribution activities.
 - 6.6.4.2. Gap where processes have no automated support.
 - 6.6.4.3. Potential duplication of system capabilities in compliance with the Clinger/Cohen Act of 1996.
 - 6.6.4.4. Support Chief Information Officer (CIO) Program Review Panel (CPRP) and Distribution Portfolio Management processes.

6.7. Operations Requirements Branch (Dept B02420383):

- 6.7.1. Provide functional management for USTRANSCOM IT systems and identifies operational requirements as the basis for technical solutions to enhance systems capabilities.
- 6.7.2. Provide Single Mobility System (SMS) functional management for planners/schedulers requiring visibility over transportation requirements and missions through the SMS, web-based via both unclassified and classified internet. Additionally, provides situational display content for common operating picture and automated support of executive decision making.
- 6.7.3. Manage Electronic LogBook (ELB), a web-based information-sharing application containing electronic shift logs, automated taskings, message distribution, and suspense tracking within the DDOC and the transportation component commands (TCCs).
 - 6.7.3.1. Manage "Tracker," a LogBook application that provides users a customizable, web-based, air mission report.

6.7.4. Serves as functional manager for Global Transportation Network (GTN), DOD's systems of record for ITV.

6.7.4.1. Review customer requests to determine ITV requirements and provides the GTN technical team project priorities.

6.7.5. Provide functional management and direction concerning development of Integrated Data Environment GTN Convergence (IGC) and the Joint Port Management Automation effort (Worldwide Port System – Global Air Transportation Execution System convergence).

6.7.5.1. Provide functional representatives to the Systems, Increment, Testing, Sustainment, Program Control, and Quality Assurance Integrated Process/Product Teams (IPTs) and other work groups to ensure IGC development meets operational requirements.

6.7.5.2. Lead the Functional Advisory Council (FAC) consisting of more than 150 operational users worldwide.

6.7.5.3. Lead oversight of the Joint Port Management Automation through monitoring of program milestones, resolution of programmatic issues and support for the Joint Application Development Sessions consisting of program offices, developers, and worldwide users.

6.7.6. Provide functional management for Joint Operation Planning and Execution System (JOPES).

6.7.6.1. Monitor USTRANSCOM JOPES database transaction processors – GTN Scheduling and Movement Interface (SMINT), External Transaction Processor (XTP), and Transaction Processor (TP). Identify and resolve transaction errors from feeder systems.

6.7.6.2. Monitor Global Command and Control System (GCCS) JOPES system performance and resolve Operations Plan (OPLAN) synchronization issues with other DOD JOPES databases through the JOPES Network Operations Center.

6.7.6.3. Subject Matter Expert (SME) for USTRANSCOM system testing on GCCS 4.x JOPES applications and GTN-JOPES SMINT. Ensure sharing of transportation domain data with GCCS family of systems.

6.7.6.4. Support TCJ3 through JOPES data analysis and evaluation.

6.7.6.5. Provide GCCS and GCCS-Top Secret user account management for all users on the USTRANSCOM JOPES database.

6.7.6.6. Represent USTRANSCOM as a member of Joint Staff/J-3 JOPES User Advisory Group and Joint Staff/J4 Force Projection Working Group.

6.7.7. Provide functional guidance on Global Combat Support System (GCSS) and ensure full integration of GTN/IGC in GCSS development.

6.7.7.1. Collaborate with GCSS functional manager at Joint Staff/J4 GCSS Functional Requirements Office and Defense Information Systems Agency (DISA) on issues affecting GCSS, GTN/IGC, and Commander's requirements.

6.7.8. Provide functional management of USTRANSCOM Common Operation Picture (COP).

6.7.8.1. Track manager for inter-modal movement visibility.

6.7.8.2. Provide situational awareness via a single worldwide, geographical display of transportation assets.

6.7.8.3. Manage tracks for data quality, and coordinate communication channels with combatant commands.

6.7.8.4. Provide customer services; query support, filtering.

- 6.7.8.5. Ensure continued implementation of new data feeds as they become available.
 - 6.7.8.6. Represent USTRANSCOM as a member of the GCCS-J COP training and working groups hosted by Joint Staff/J-3.
 - 6.7.9. Manage Information Workspace (IWS), USTRANSCOM's collaboration tool that allows users to share information in a variety of ways, including voice, on-line chat, and file sharing.
 - 6.7.10. Provide functional guidance for Node Management and Deployable Depot (NoMaDD), Battle Command Sustainment Support System (BCS3), Intelligent Road/Rail Information Server (IRRIS) and ensure full integration into DDOC business processes.
 - 6.7.11. Represent USTRANSCOM interests within DOD Joint Command and Control, Joint Logistics, Battlespace Awareness and Net Centric Operations Capability Portfolio Managers and Functional Capability Boards.
 - 6.7.12. Accomplish functional testing of new collaboration capabilities.
 - 6.7.13. Manage a group of USTRANSCOM TCJ3 classified and unclassified web sites.
 - 6.7.14. Assist the operational and functional management team for the Agile Transportation for the 21st Century (AT21) initiatives supporting collaboration, controlled processes, scheduling optimization, and visualization tools.
- 6.8. Operations Analysis Branch (Dept B02420384):**
- 6.8.1. Implement the C2 structure and capabilities to manage DPO operations and C2 processes.
 - 6.8.1.1. Integrates operational processes and capabilities to establish a common C2 capability for DPO.
 - 6.8.1.2. Capture DPO operations, C2 concepts and requirements in an array of documents and artifacts.
 - 6.8.2. Manage TCJ3 strategic objectives and provide operational metrics for the Corporate Performance Management Solution (CPMS), formerly known as the Balanced Scorecard.
 - 6.8.3. Manage USTRANSCOM Operations and C2 Portfolios:
 - 6.8.3.1. Expand Operation and C2 Portfolios, to include DPO Systems, Programs, and Initiatives (SPIs).
 - 6.8.3.2. Coordinate management of the Operation's SPI requirements for input into the Enterprise Capabilities Management (ECM) process.
 - 6.8.3.3. Provide Operations Assessment in support of the CPRP.
 - 6.8.4. TCJ3 proponent for the Operations View of USTRANSCOM Enterprise Architecture (EA).
 - 6.8.4.1. Functional process owner for issues and requirements related to C2 of assigned forces and execution of USTRANSCOM's global transportation mission.
 - 6.8.4.2. Ensure all items of responsibility are fully addressed in the baseline, target, and sequencing plan products.
 - 6.8.4.3. Ensure SMEs are available to support architecture development.
 - 6.8.4.4. Ensure USTRANSCOM operational processes, products, and standards are accurate and reflect current strategic objectives.
 - 6.8.4.5. Evaluate DTS EA interfaces with USTRANSCOM component architectures.

- 6.8.5. Operate COGNOS Impromptu Reporting Tool, a thin-client tool that is highly customizable and allows operators to use reports tailored for their specific informational needs. The tool provides ad hoc analysis and data mining of defense transportation system data warehouses and gives the operator the ability to compare scheduled versus planned mission data.
- 6.8.6. Assist TCJ3 alternate site functional manager on IT requirements definition issues associated with the planning and execution of alternate site activation plans.
- 6.8.7. Prepare and manage the branch's input to the USTRANSCOM CIO CPRP process.
- 6.8.8. Represent TCJ3 as co-chair to TCJ6 Data Quality Working Group, to ensure that all USTRANSCOM and component commands' data quality issues are addressed and prioritized in a consistent manner.
- 6.8.9. Focal point responsible for the quality assurance of metrics data and measurement results TCJ3 POC for automatic identification technology (AIT); coordinate on USTRANSCOM and Office of the Secretary of Defense (OSD) policy; monitor and facilitate AIT execution issues.
- 6.8.10. Provide position on DOD directives, regulations, and instructions
- 6.8.11. Conduct distribution trend analysis and identify distribution process problems to improve operational execution and customer service.
- 6.8.12. Provide command-level performance, cost estimates, and ITV measurements to enhance the efficiency and effectiveness of DOD's global distribution process.
- 6.8.13. Facilitate ITV data capture/flow to GTN; query ITV status for global airlift and surface movements (cargo, passengers, and lift assets).
- 6.8.14. Functional Manager for Joint Flow and Analysis System for Transportation (JFAST).
- 6.8.15. Streamline data collection and analysis through automation and other program efficiencies; coordinate with command staff and component commands to investigate methods for enhancing data collection and analysis.
- 6.8.16. Orchestrate and lead the weekly DPO Operations Updates with stakeholders within JDDE.
- 6.8.17. Leads Joint C2 Senior Warfighters Forum and Joint C2 Board of Directors.
- 6.9. Force Protection Division (Dept B02420390) :**
- 6.9.1. Assist components in coordinating FP of USTRANSCOM strategic lift assets on a daily basis.
- 6.9.2. Provide AT/FP support to the DDOC and Joint Operations Intelligence Center (JOIC).
- 6.9.3. Maintain continuous coordination with combatant commands, Services, TCCs, and other Federal agencies to ensure AT/FP synchronization of effort.
- 6.9.4. Provide USTRANSCOM personnel Level I AT/FP security awareness briefings prior to travel outside CONUS (OCONUS).
- 6.9.5. Manage USTRANSCOM AT/FP technology program and represent USTRANSCOM at the Joint Requirements Oversight Council (JROC) Technology Requirements Working Group (TRWG).
- 6.9.6. Coordinate with combatant commands for security paragraph of CAAs.
- 6.9.7. Review and provide recommendations on TCC AT/FP inputs for USTRANSCOM Integrated Priority List (IPL) and Transportation Working Capital Fund (TWCF) Program Objective Memorandum (POM).

6.9.8. Coordinate with Joint Staff on AT/FP issues, as required.

6.9.9. Direct the physical security and resource protection for USTRANSCOM personnel.

6.10. Airlift Force Protection Branch (Dept B02420391):

6.10.1. Assist AMC in coordinating FP of USTRANSCOM strategic airlift assets on a daily basis.

6.10.2. Provide airlift FP information in support of JOIC and/or DDOC.

6.10.3. Oversee AMC security/FP operations for cargo, passengers, and transportation resources.

6.10.4. Directly coordinate FP issues with United States Pacific Command (USPACOM), United States Southern Command (USSOUTHCOM), and United States Strategic Command (USSTRATCOM).

6.10.5. POC for force protection issues in the Joint Forces Readiness Review (JFRR) and/or Enhanced Status of Resources and Training Systems (ESORTS).

6.10.6. Coordinate FP inputs into the USTRANSCOM Joint Mission Essential Task List (JMETL).

6.11. Surface Force Protection Branch (Dept B02420392):

6.11.1. Serve as DDOC representative for FP.

6.11.2. Interface with MSC, and SDDC for Combating Terrorism Readiness Initiative Fund (CbTRIF) submissions.

6.11.3. Serve as command liaison for Surface Transportation Security issues with MSC, SDDC, Transportation Security Administration (TSA), United States Coast Guard (USCG), Association of American Railroads (AAR), Federal Railroad Administration (FRA), and American Trucking Association (ATA).

6.11.4. Serve as an advisor to the Director of FP Director for all Surface Transportation security related issues to include: AA&E Board of Directors, local antiterrorism working groups (ATWGs), National Defense Transportation Association, the Department of Defense Biometrics working group and Joint Non-lethal Weapons.

6.11.5. Service point of contact for the United States Central Command (USCENTCOM), United States European Command (USEUCOM), United States Northern Command (USNORTHCOM), United States Special Operations Command (USSOCOM), United States Joint Forces Command (USJFCOM), United States Marine Corps (USMC), United States Navy (USN), USCG, SDDC, and MSC regarding FP issues.

6.11.6. As an additional duty, serve as the Assistant Safety Officer for USTRANSCOM.

6.12. Antiterrorism and Security Branch (Dept B02420393):

6.12.1. USTRANSCOM Program Manager for funding emergency and/or emergent AT/FP requirements via the CbTRIF.

6.12.2. Assist TCCs fund AT/FP requirements.

6.12.3. Conduct triennial TCC AT Program Reviews.

6.12.4. Coordinate USTRANSCOM nominations for triennial higher headquarters vulnerability assessments conducted by the Joint Staff: Joint Staff Integrated Vulnerability Assessments (JSIVA).

6.12.5. Conduct AT/FP security assessments on USTRANSCOM operations or strategic transportation locations, as required.

- 6.12.6. Office of Primary Responsibility (OPR) for USTRANSCOM-written AT Program (USTRANSCOM Instruction 31-4).
- 6.12.7. Manage DOD Personnel, Information, and Industrial Security Programs.
- 6.12.8. Manage security clearances for personnel assigned to USTRANSCOM.
- 6.12.9. Assist USTRANSCOM personnel in completing clearance packages; process and dispatch all collateral security clearances.
- 6.12.10. Coordinate personnel security issues with DOD, Service Central Clearance Facilities (CCFs), Defense Security Service (DSS), and Office of Personnel Management.
- 6.12.11. Manage DOD database access for verification of security clearances.
- 6.12.12. Coordinate and manage clearance suspensions and derogatory information through Security Information Files (SIF) to the respective Service CCFs.
- 6.12.13. Primary security manager for command; provide training and guidance for staff security managers on all security program matters.
- 6.12.14. Manage USTRANSCOM entry control by coordinating badge access for all USTRANSCOM facilities.
- 6.12.15. Conduct Information Security program reviews throughout the command.
- 6.12.16. Conduct Annual Security Awareness Training (ASAT) for all assigned personnel.
- 6.12.17. Provide daily customer service relative to security clearances and safekeeping of classified information.
- 6.12.18. Review all classified contract to ensure the security requirements in the Statement of Work (SOW) and Contract Security Classification Specification accurately reflect security requirements for handling classified materials. Review classified and unclassified SOW for inclusion of antiterrorism measures.
- 6.12.18.1. OPR for USTRANSCOM Antiterrorism Strategic Plan.
- 6.12.18.2. System Administrator for the Antiterrorism Enterprise Portal (ATEP).
- 6.12.18.3. OPR for security engineering.
- 6.12.18.4. OPR for physical security.
- 6.12.18.5. OPR for Joint Staff triennial AT program Review of USTRANSCOM.
- 6.12.19. Review the security paragraph of all CAAs for appropriate language pertaining to AT.
- 6.12.20. Review and provide recommendations on TCC AT/FP inputs for USTRANSCOM IPL and TWCF POM.
- 6.12.21. Coordinate with Joint Staff on AT issues, as required.
- 6.13. Critical Infrastructure Program Branch (Dept B02420394):**
- 6.13.1. Manage the Critical Infrastructure Program (CIP) for the DOD Transportation Sector.
- 6.13.2. Coordinate program execution extensively with other government agencies including Department of Transportation and Department of Homeland Security (Transportation Security Administration and U.S. Coast Guard).

6.13.3. Develop the Transportation Defense Sector Assurance Plan.

6.13.4. Provide proactive steps to minimize vulnerabilities and assure critical physical and cyber infrastructure are available, when needed, to support USTRANSCOM's global transportation mission.

6.14. Joint Operational Support Airlift Center (JOSAC) (Dept B02473000):

6.14.1. Schedule air transport for DOD personnel and cargo using CONUS-based OSA aircraft.

6.14.2. Schedule priority transportation for group travel.

6.14.3. Maintain database of all CONUS OSA assets.

6.14.4. Respond to the Secretary of Defense (SECDEF) tasking for CONUS OSA assets.

6.14.5. Schedule unsupported DV OSA missions for the White House Military Office (WHMO), Office of the Vice Chief of Staff/Special Air Missions (CVAM), Office of Legislative Liaison, and the U.S. Army Priority Air Transport Detachment.

6.14.6. Responsible for JOSAC policies and procedures.

6.14.7. Schedule CONUS OSA aircraft.

6.14.8. Execute and manage JOSAC-scheduled OSA missions.

6.14.9. Represent TCJ3 concerns at CCB meeting on Joint Air Logistics Information System (JALIS) issues.

6.14.10. Serve as focal point for collecting data and compiling a consolidated semiannual report for military air flights that transport DOD senior civilian officials, members of their families, and authorized non-Federal travelers.

6.15. Information Technology Branch (Dept B02473010):

6.15.1. Responsible for functional area support for C4S in configuration management, security, mission needs, troubleshooting, lessons-learned and operations and maintenance.

6.15.2. Ensure validators and users maintain standards and have access to JALIS.

6.15.3. Maintain network security for JOSAC JALIS.

6.15.4. Responsible for purchase, inventory, and accountability of JOSAC computers and electronic equipment.

6.15.5. Balance and maintain JOSAC's \$2.5 million budget.

6.15.6. Compile, maintain, and analyze OSA aircraft management data for wartime validation studies and aircraft capabilities and requirements documentation.

6.15.7. Produce daily significant DV regret summary for USTRANSCOM/TCJ3, Tanker Airlift Control Center, and 375th Airlift Wing.

6.15.8. Answer historical and real-time data requests for various agencies and organizations (mission requests/regrets, flying hours, travelers, flying units, etc.).

6.15.9. Maintain an information database on flying units, airfields, aircraft status, and Notice to Airmen.

6.15.10. Provide data for the semiannual Federal Travel Report.

6.16. Scheduling Branch (Dept B02473020):

- 6.16.1. Receive and process CONUS OSA requests; disseminate CONUS OSA flight schedules to flying units.
- 6.16.2. Ensure requests are validated and assigned appropriate priority codes.
- 6.16.3. Coordinate and route requests to appropriate sections.
- 6.16.4. Develop and publish daily flying schedule.
- 6.16.5. Notify customers of support, non-support, and mission modifications.
- 6.16.6. Plan, schedule, and coordinate CONUS OSA missions and aircraft.
- 6.16.7. Receive and process short-notice airlift requests.
- 6.16.8. Function as liaison between requesters, operators, flight program managers, and JOSAC Execution Branch.

6.17. Execution Branch (Dept B02473030):

- 6.17.1. Supervise and manage JOSAC-tasked mission execution.
- 6.17.2. Provide flight-following capability.
- 6.17.3. Monitor designated missions providing airlift for high-priority distinguished visitors.
- 6.17.4. Responsible for travel request support during non-duty hours (24-hour operation).
- 6.17.5. React to operational and customer considerations during execution.
- 6.17.6. Receive, process, and disseminate data on CONUS OSA requests.
- 6.17.7. Produce daily significant mission summary and 72 hour significant DV support summary for TCJ3, Tanker Airlift Control Center, and 375th Airlift Wing
- 6.17.8. Produce daily significant mission summary and 72 hour significant DV support.
- 6.17.9. Coordinate with appropriate agencies (e.g., Protocol; Air Terminal Operations Center; Air Route Traffic Control Center; etc.) to ensure mission success.

6.18. Deployment and Distribution Operations Center (DDOC) (Dept B20203200). Commander, USTRANSCOM, has COCOM of all transportation assets of the military departments, except for Service-unique or theater-assigned transportation assets. The DDOC provides day-to-day execution oversight and is the focal point for integration with the theater command staffs and TCC command centers. The DDOC maintains visibility over all DTS movement requirements and assets.

6.19. Contingency Division (Dept B20203210):

- 6.19.1. Provide a 'single face' to the customer with two COCOM-oriented branches: USCENTCOM and USEUCOM. Synchronize the distribution and sustainment of forces into their respective theaters through collaborative planning, proactive transportation analysis, performance monitoring, increased distribution effectiveness and customer confidence. COCOM-oriented branches will process all COCOM, end-to-end requirements and provide a natural link into the respective theater Joint Deployment and Distribution Operations Center (JDDOC).

- 6.19.2. Goal is to create and develop processes that capitalize on a joint-fused effort. Assess and plan multi-modal, end-to-end solutions involving both organic and commercial capabilities, resulting in a comprehensive, synchronized, and efficient JDDE that system will provide seamless ITV and respond rapidly to deliver and sustain combat power globally for the warfighter.
- 6.19.3. Own all COCOM dependent products and processes.
- 6.19.4. Own all COCOM missions from the beginning of planning until 24 hours prior to execution.
- 6.19.5. Provide follow-up analysis of exercises and movements.
- 6.19.6. Provide OPLAN transportation feasibility analysis to the supported commander.
- 6.19.7. Provide COCOM specific answers for joint exercise transportation issues.
- 6.19.8. Process all requirements from the force flow conference through execution minus 24 hours.
- 6.19.9. Collaborate on requirements validation and changes.
- 6.19.10. Identify multi-modal opportunities
- 6.19.11. Provide transportation plan for sourced and validated requirements to COCOM for review.
- 6.19.12. Conduct JOPES transactions for all requirements.
- 6.19.13. Following are COCOM products for which each division is responsible:
 - 6.19.13.1. Joint Staff coordination.
 - 6.19.13.2. Validation business rules.
 - 6.19.13.3. Planning assumptions in coordination with (ICW) TCCs.
 - 6.19.13.4. Planning conference support and brief production.
 - 6.19.13.5. Concept of Operations (CONOPS) development.
 - 6.19.13.6. Contingency force flow/TPFDD.
 - 6.19.13.7. Coalition support, planning, and issues.
 - 6.19.13.8. PHOENIX BANNER/SILVER/COPPER (and other 1AX missions) into area of responsibility (AOR) coordination (validation, CONOPs development, space blocking, etc.).
 - 6.19.13.9. Exercise requirements (newsgroup monitoring, Commercial Ticket Program [CTP], coordination with COCOM).
 - 6.19.13.10. Special Assignment Airlift Missions (SAAMs) will be entered, validated, and tracked (e.g., WHMO).
 - 6.19.13.11. Major move slides through SMS.
 - 6.19.13.12. Sealift Decision Support Timeline through SMS
- 6.19.14. Maintain geographic experts.

- 6.19.15. Monitor DOD transportation and aerial refueling assets and movement operations conducted by TCCs, donated allied assets in support of US operations, contracted commercial transportation carriers, Civil Reserve Air Fleet (CRAF), Voluntary Intermodal Sealift Agreement (VISA)ships, and the US Ready Reserve Force (RRF). Coordinate with supported combatant commanders, Services, DLA, TCCs, and other agencies to sustain the warfighter.
- 6.19.16. Incorporate channel/transportation specific policies.
- 6.19.17. Manage sustainment moving on channels.
- 6.19.18. Monitor Denton, Group Operational Passenger System (GOPAX), and Human Remains Movements.
- 6.19.19. Monitor COCOMs' exercise newsgroups for Joint exercises at E-96 through deployment or redeployment execution.
- 6.19.20. Brief TCJ3 on Joint exercise movement issues and solutions being worked, and submit slides addressing issues, when required.
- 6.19.21. Coordinate with the Tanker Airlift Control Center (TACC) and COCOM to resolve issues by initiating feasibility assessments and validations, and send required newsgroups.
- 6.19.22. Provide execution oversight and integration with the theater command staffs and TCC command centers.
- 6.19.23. Partner with theater liaison officers into a single virtual command center supported by a common information grid, robust AIS, and a common process set.
- 6.19.24. Coordinate planning and execution of USTRANSCOM air, surface, and sustainment movement operations.
- 6.19.25. Provide oversight and monitor execution of global transportation support for deployment, redeployment, employment, and sustainment operations.
- 6.19.26. Conduct Forward Distribution Officer duties. Provide face-to-face customer service to units preparing for deployment.
- 6.19.27. Improve the overall efficiency and interoperability of distribution and related activities with regard to sustainment support during peace and war.
- 6.19.28. Monitor aerial port levels, identify bottlenecks/issues, and coordinate with TACC/JDDOC/AMC to develop plans to improve velocity of cargo. Serve as safety net for unauthorized movement of cargo/personnel through various ports.
- 6.19.29. Focus distribution efforts on velocity (speed), time definite delivery, and synchronization to minimize the theater logistics footprint, maximize common user, and cross-Service joint theater logistics.
- 6.19.30. Provide customer service for supported combatant commanders, Services, DLA, AMC/TACC, and other agencies to provide materials to the warfighter during peace and wartime operations, contingencies, humanitarian assistance, and national emergencies from mission allocation through force closure.
- 6.19.31. Interface with AMC/TACC, theater DDOCs, combatant command staffs, and the Joint Staff to provide status of force closure and mission status.
- 6.19.32. Identify Unit Line Numbers (ULNs) in danger of missing Latest Arrival Date (LAD)/Required Delivery Date (RDD)/Projected Closure Date (PCD) and coordinate mitigation strategies.
- 6.19.33. Resolve mission flow issues with user/TACC to satisfy combatant commander requirements.

- 6.19.34. Coordinate USTRANSCOM strategic airlift with appropriate JDDOC and Air Operation Center/Air Mobility Division (AOC/AMD) personnel to ensure timely follow-on movement of personnel/equipment bridging the gap between strategic and intra-theater requirements. Ensure synchronized linkage between strategic and theater level transportation for all movement requirements.
- 6.19.35. Advise supported commander in the development of Letters of Instruction (LOIs) for OPLAN TPFDD files.
- 6.19.36. Maintain refined TPFDDs in coordination with supported and supporting commanders, Services, TCCs, and other DOD and government agencies.
- 6.19.37. Upon initiation of deployment orders (DEPODs)/warning orders (WARNORDS)/etc., develop planning assumptions and projections of OPLANs related to crisis.
- 6.19.38. Responsible for evaluating mobility supplement to the Joint Strategic Capabilities Plan (JSCP).
- 6.19.39. Conduct analysis of strategic airlift, sealift, CONUS transportation, and aerial refueling planning for deployment, sustainment, and retrograde operations during deliberate planning.
- 6.19.40. Conduct assessments of the impact ongoing operations have on deliberate plans.
- 6.19.41. Identify problems with supported commanders' transportation CONOPs.
- 6.19.42. Analyze airlift and sealift closure profiles and identify deficiencies for deliberate planning.
- 6.19.43. Provide input on actions designed to facilitate throughput and closure of transportation and sustainment requirements throughout entire course of action.
- 6.19.44. Maintain expertise in all OPLAN-related geographic regions.
- 6.19.45. Provide supported commander with Gross Transportation Feasible assessment of sealift and airlift planning factors that approximate actual capabilities for specified time frames in TPFDD.
- 6.19.46. Integrate refined force and non-unit related requirements in OPLANs to ensure strategic deployment can be accomplished as specified.
- 6.19.47. Make recommendations for transportation refinement of non-unit requirements for sustainability of forces in commanders' OPLANs.
- 6.19.48. Coordinate computer resources and support on the GCCS for TPFDD refinement conference. Assist with JOPES.

6.20. CENTCOM Branch (Dept B20203215):

- 6.20.1. Analyze requirements – create and publish new CONOPS for specific major moves.
- 6.20.2. Identify modal opportunities – create and coordinate transportation CONOPS.
- 6.20.3. Coordinate with TACC/SDDC/MSC
- 6.20.4. Solution links to intra-theater transportation plan and capability through JDDOC.
- 6.20.5. Review/refine TPFDDs and conduct analysis of strategic airlift, sealift, and CONUS transportation systems to determine transportation feasibility of supported commanders' TPFDDs.
- 6.20.6. Identify problems with supported commanders' transportation CONOPS.

6.20.7. Define airlift and sealift closure profiles and deficiencies.

6.20.8. Provide end-to-end strategic airlift, sealift, and CONUS transportation analysis and validation through the use of IT tools (JFAST, SMS, JOPES, etc.).

6.20.9. Analyze USTRANSCOM's ability to support crisis situations and possible contingency operations through various COAs in coordination with SECDEF, Joint Chiefs of Staff (JCS), and supported combatant commanders' needs.

6.20.10. Provide supported commander with initial sealift and airlift planning factors that approximate actual strategic airlift and sealift capabilities for specific timeframes in TPFDD.

6.20.11. Integrate TACC, JOSAC, and USTRANSCOM processes, information, and actions supporting air operations.

6.20.12. Integrate SDDC, MSC, and USTRANSCOM processes, information, and actions supporting surface operations.

6.21. EUCOM Branch (Dept B20203216):

6.21.1. Analyze requirements – create and publish new CONOPS for specific major moves.

6.21.2. Identify modal opportunities – create and coordinate transportation CONOPS.

6.21.3. Coordinates with TACC/SDDC/MSC.

6.21.4. Solution links to intra-theater transportation plan and capability through JDDOC.

6.21.5. Review/refine TPFDDs and conduct analysis of strategic airlift, sealift, and CONUS transportation systems to determine transportation feasibility of supported commanders' TPFDDs.

6.21.6. Identify problems with supported commanders' transportation CONOPS.

6.21.7. Define airlift and sealift closure profiles and deficiencies.

6.21.8. Provide end-to-end strategic airlift, sealift, and CONUS transportation analysis and validation through the use of IT tools (JFAST, SMS, JOPES, etc.).

6.21.9. Analyze USTRANSCOM's ability to support crisis situations and possible contingency operations through various COAs in coordination with SECDEF, JCS, and supported combatant commanders' needs.

6.21.10. Provide supported commander with initial sealift and airlift planning factors that approximate actual strategic airlift and sealift capabilities for specific time frames in TPFDD.

6.21.11. Integrate TACC, JOSAC, and USTRANSCOM processes, information, and actions supporting air operations.

6.21.12. Integrate SDDC, MSC, and USTRANSCOM processes, information, and actions supporting surface operations.

6.22. DDOC Chiefs (Dept B20203220). The DDOC Chief orchestrates the USTRANSCOM C2 element and is the 24-hour focal point for directing and optimizing DTS and JDDE operations in support of the combatant commanders and other customers. Commander, USTRANSCOM, has COCOM of all transportation assets of the military departments, except for Service-unique or theater-assigned transportation assets. The DDOC Chief is the primary interface to the National Command Center, OSD, Joint Staff, combatant command C2 functions, TCC command centers, and all customers.

- 6.22.1. Responsible to Commander, USTRANSCOM, for directing 24/7 execution activities of USTRANSCOM and the TCCs.
- 6.22.2. Identify execution issues and recommend solutions to command staff and joint operations leadership.
- 6.22.3. Provide daily operations update to Commander, USTRANSCOM, in addition to command and components' senior staff.
- 6.22.4. Consolidate inputs from components, command staff, Joint Staff, and unified commands for daily briefing.

6.23. Emergency Action Branch (Dept B20203221):

- 6.23.1. Responsible to Chairman, Joint Chiefs of Staff (CJCS) for receipt and validation of CJCS Emergency Action Messages (EAM) from the National Military Command Center (NMCC) to the Commander, USTRANSCOM.
- 6.23.2. Responsible to Commander, USTRANSCOM for initiation of Emergency Action direction through the EAM process to USTRANSCOM component commands.
- 6.23.3. Manage USTRANSCOM Emergency Action Procedures (EAP) for Commander, USTRANSCOM.
- 6.23.4. Monitor status of USTRANSCOM forces through component commands' command centers.
- 6.23.5. Manage USTRANSCOM operational reporting to NMCC.

6.24. Joint Operations Division (Dept B20203230):

- 6.24.1. Command focal point for GFM, including all aspects of USTRANSCOM's role as the Mobility Joint Force provider, Adaptive Planning and Execution (APEX), and Readiness reporting for USTRANSCOM and its components.
- 6.24.2. Provide standardization and subject matter experts for all intermodal transportation issues within the Operations and Plans Directorate.
- 6.24.3. TCJ3 lead for Base Realignment and Closure (BRAC) implementation and USTRANSCOM Transformation. Provide the command information and COAs regarding TCJ3 personnel and workspace requirements to maximize current and future productivity. Develop and is responsible for implementing the Command's Focus Warfighter Initiative, to include identifying and implementing best business practices, IT solutions, and fusing the components into the USTRANSCOM DDOC.
- 6-24.4. Provide the focal point for all aspects of STO and IO for the command and its components.
- 6.24.5. Conduct Air Refueling feasibility COAs and validations for global Air Refueling requirements.
- 6.24.6. Develop, implement, and integrate operational initiatives, as required.

6.25. Global Force Management Branch (Dept B20203234):

- 6.25.1. Account for USTRANSCOM forces and capabilities committed to ongoing operations, and monitor changing unit availability.
- 6.25.2. Identify the most appropriate and responsive USTRANSCOM force or capability that best meets the combatant command requirement.
- 6.25.3. Identify risk associated with sourcing recommendations and provide assessment to the Joint Staff. Prepare annual Force Provider Risk Assessment and coordinate on CJCS Risk Assessments.

- 6.25.4. Prepare for and represent USTRANSCOM at quarterly O6 and GO/FO Global Force Management Boards.
- 6.25.5. Provide coordinated, recommended solutions for the utilization of global mobility assets, JFRR OPLAN risk assessments, and GFM guidance updates (FORCES FOR, Unified Command Plan [UCP], Joint Force Provider [JFP] processes).
- 6.25.6. Coordinate on global allocation requirements and rotational force guidance.
- 6.25.7. Direct contingency sourcing of OPLANs IAW the JFRR cycle.
- 6.25.8. Manage weekly GFM AO and GO/FO Secure VTCs.
- 6.25.9. Mobility Joint Force Provider responsibilities include providing global sourcing solutions to meet COCOM rotational force, contingency, and OPLAN sourcing requirements.
- 6.25.10. Responsible to initiate and coordinate changes in Joint Planning and Execution Community (JPEC) publications, as necessary, to achieve additional efficiencies.
- 6.25.11. Oversee adaptive planning (AP) process with TCJ3 regional COCOM planners during contingency operations.
- 6.25.12. Fluent in Contingency and Execution Planning processes.
- 6.25.13. Develop procedures, along with other JFPs and the JPEC, for standardized processing of requests for forces.
- 6.25.14. Oversee component commands' sourcing of global mobility requirements as they pertain to annual COCOM rotational force requirements.
- 6.25.15. Joint Task Force-Port Opening (JTF-PO) sourcing – coordinate with component commands to work all aerial port sourcing issues/needs, and work with COCOMs to provide sustainment of port capabilities.
- 6.25.16. Manage carrier support for global C-130 Intelligence, Surveillance, Reconnaissance (ISR) requirements.
- 6.25.17. Maintain visibility of requirements, assets, capability readiness, and theater movement requirements.
- 6.25.18. Monitor unit readiness through Defense Readiness Reporting System (DRRS) for mobility units, Global Visibility Tool (GVT) development, Joint Capabilities Requirements Tool (JCRT) development, and Collaborative Force-Building Analysis Sustainment and Transportation (CFAST) capability development.
- 6.25.19. Work Requests for Forces (RFFs).
- 6.25.20. Process component RFFs through Joint Staff JOD-GFM for SECDEF Orders Book – work with components and Joint Staff to resolve issues and meet deadlines.
- 6.25.21. Provide O6-level coordination on Joint Staff Action Packages (RFFs/DEPORDs)
- 6.25.22. Task component commands for sourcing solutions.
- 6.25.23. Arbitrate contentious sourcing solutions IAW GFM Business Rules.
- 6.25.24. Staff solutions with Joint Staff, USJFCOM, other COCOMs and all Force Providers.

6.26. Special Technical Operations Branch (Dept B20203235):

- 6.26.1. Provide special access/STO support for USTRANSCOM throughout a broad range of unique military capabilities in support of Joint Staff taskings.
- 6.26.2. Maintain liaison and ensure coordination with other unified commands, Services, and national agencies on STO responsibilities.
- 6.26.3. Maintain and operate a unique sensitive compartmented information (SCI)-level secure computer and communications suite in support of USTRANSCOM's execution of STO requirements.
- 6.26.4. Coordinate and integrate transportation issues for Focal Point (FP), special access programs (SAPs), Alternate or Compensatory Control Measure (ACCM) programs, and Defense Sensitive Support programs in both contingency and execution planning.
- 6.26.5. Command focal point for coordination of special operations and special activity transportation requirements requested by Joint Staff and other organizations.
- 6.26.6. Integrate FP/SAP/ACCM/DSS activities into USTRANSCOM's operations orders and contingency operations.
- 6.26.7. Serve as USTRANSCOM Focal Point Office (FPO), Special Access Program Central Office (SAPCO), ACCM Office, and Defense Sensitive Support Office (DSSO) providing indoctrination briefings/debriefings and security management of SAPs, FP programs, and ACCM Programs.
- 6.26.8. Serve as USTRANSCOM Top Secret Control Office supervising receipt, transmission, procedures and polices for TS materials.

6.27. Standards Branch (Dept B20203236):

- 6.27.1. Provide standardized procedures for requirements processing within and between COCOM branches and the COCOM.
- 6.27.2. Work with future operations and validations to create and maintain standardized procedures.
- 6.27.3. Work across divisions to ensure standardized procedures within Global and Contingency Divisions and the DDOC Chief.
- 6.27.4. Coordinate new/revised procedures with outside organizations (i.e., USJFCOM, COCOMs).
- 6.27.5. Maintain situational awareness of new processes developed by COCOM branches and follow through codification and standardization between branches.
- 6.27.6. Assist in creation of additional JDDOCs.
- 6.27.7. Coordinate with branches on Integrated Distribution Lanes (IDL) vision, metrics, compliance, and use.
- 6.27.8. Assist with process integration of deployment and distribution.
- 6.27.9. Coordinate with component commands and USTRANSCOM partners.
- 6.27.10. Assist TCJ8 in developing pricing policies and provide estimate, as needed.
- 6.27.11. Create and implement Short Takeoff and Landing (STOL) contracts and coordinate with TCCs and COCOMs on performance.

6.27.12. Responsible for DTS expansion activities such as RRF ship activation, VISA/CRAF activation, Mission Support Teams (MSTs), Port Hold Time (PHT), and small cargo contract.

6.27.13. Provide pricing analysis to customers.

6.27.14. Coordinate new SAAM policy with CENTCOM, to include entering the requirements into JOPES with a validation by CENTCOM.

6.27.15. Work to eliminate force rotations using SAAMs.

6.27.16. Coordinate with TCJ1, TCJ9 and TCJ3-T on JDDOC rotational schedules and training plans to fit the right personnel into the rotation.

6.28. Information Operations Branch (Dept B20203239):

6.28.1. Analyze potential and actual IO threats, and oversee implementation of defensive and offensive measures.

6.28.2. Assess impact of IO threats to DTS, end-to-end distribution process and command-wide operations.

6.29. Joint Training and Exercise Division (Dept B20203250):

6.29.1. Manage the USTRANSCOM JTP; develop and publish the USTRANSCOM JTP IAW the CJCS Joint Training Manual.

6.29.2. Develop and publish the USTRANSCOM JMETL.

6.29.3. Manage USTRANSCOM Lessons Learned Program and After Action Reporting System.

6.29.4. Manage the USTRANSCOM Issue Resolution Process (IRP); prepares appropriate documentation for the USTRANSCOM Working Group and Senior Group process.

6.29.5. Execute the After Action Reporting process by which USTRANSCOM submits Joint After Action Reports (JAARs) to Joint Staff, J7, Joint Lessons Learned Branch.

6.29.6. Command POC for Joint Staff and Joint Center for Lessons Learned (JCLL) for collaborative lessons learned processes, procedures, focused collection, special studies and tiger team efforts.

6.29.7. Author the USTRANSCOM Instruction USTRANSCOM Lessons Learned Program (TC-LLP) and After-Action Reporting (TC-AAR) system.

6.29.8. Execute the Joint Exercise Life Cycle for USTRANSCOM exercises in the Chairman's Joint Exercise Program.

6.29.9. Manage Joint Exercise Life Cycle events and activities in the Joint Training Information Management System for USTRANSCOM-sponsored exercises.

6.29.10. Serve as command OPR for Joint Exercise Program in coordination with the Joint Staff Joint Exercise Division and Joint Training Division.

6.29.11. Participate in worldwide Joint Training and Scheduling Conferences and Combatant Command Joint Exercise Life Cycle planning conferences.

6.29.12. Participate in combatant command theater exercise scheduling conferences to coordinate and deconflict USTRANSCOM support to combatant commands' Joint Exercise Program.

- 6.29.13. OPR for USTRANSCOM planning and execution support to combatant command sponsored Joint exercises.
- 6.29.14. Develop and submit the command's semiannual performance assessment for the global war on terrorism.
- 6.29.15. Command POC for interface with the Joint Staff Joint Training Division, other unified command joint training organizations, and the Joint Training Information Management Software (JTIMS).
- 6.29.16. Develop, conduct, and evaluate USTRANSCOM-sponsored exercises and plan/coordinate USTRANSCOM support to combatant command-sponsored exercises.
- 6.29.17. Manage the application of Distribution Environment Support System (DESS) to joint training events.
- 6.29.18. Represent USTRANSCOM on the Joint Training Functional Capabilities Board.
- 6.29.19. Develop exercise after action reports.
- 6.29.20. Manage collection of data to support after action reporting.
- 6.29.21. Plan USTRANSCOM support for Joint Exercises sponsored by other unified commands.
- 6.29.22. Act as USTRANSCOM senior representative during Joint Staff Combatant Commander's Exercise and Engagement stakeholder leadership team meetings.
- 6.29.23. Responsible for developing, coordinating, and integrating individual staff and collective training in a synchronized joint training environment to meet Commander's mission requirements.
- 6.29.24. Implement the command process for collection and dissemination of observation, lessons learned, and issue reports generated by individuals participating in operations, exercises, training events, and other sources. Ensure all reports submitted are entered into the lessons learned database.
- 6.29.25. Host USTRANSCOM exercise planning conferences.
- 6.29.26. Lead controller, observer, and participant during training and exercise events.
- 6.29.27. Plan and direct the Joint Exercise Control Group (JECG). Host USTRANSCOM annual Joint Training and Exercise Conference, including exercise observers.
- 6.29.28. Plan and execute USTRANSCOM support through an Exercise Response Cell (ERC).
- 6.29.29. Serve as functional manager for USTRANSCOM's Joint Master Scenario Events List (JMSEL).
- 6.29.30. Evaluate long-term joint exercise schedules and identifies exercises that require USTRANSCOM support or participation.
- 6.29.31. Attend worldwide joint training and exercise scheduling conferences and individual exercise planning conferences.
- 6.29.32. Monitor transportation planning and execution throughout the Joint Exercise Life Cycle.
- 6.29.33. Plan and conduct USTRANSCOM command post exercises (CPXs) and field training exercises (FTXs).
- 6.29.34. Assist in the development and submission of the command's Semiannual Deficiency Report in support of the JFRR process.

6.29.35. Identify training system requirements, their priority to system develops, and evaluates the capability of developed system to fulfill the requirements.

6.29.36. Co-chair the DESS Functional Users Group with USJFCOM.

6.29.37. Provide functional management for DESS.

6.29.38. Assist in the management of JDDOC National Partner battle roster, individual training and collective training requirements.

6.29.39. Assist in coordination and review of DOD Quarterly Readiness Report to Congress.

6.29.40. Assist in the development of USTRANSCOM guidance associated with DRRS.

6.30. Deployment and Distribution Command and Control (D2C2) Branch (Dept B20203251):

6.30.1. Manage development, deployment, and employment of D2C2 capabilities.

6.30.2. Manage initial operational capability (IOC) to full operation capabilities (FOC) process for JTF-PO implementation.

6.30.3. Develop funding plan to support JTF-PO exercise employment plan .

6.30.4. Represent emerging D2C2 capabilities in COCOM educational, planning, and exercise forums in coordination with TCJ5/4.

6.30.5. Oversee coordination and final development of D2C2 joint training doctrine, command training guidance, and Joint Tactics, Techniques, and Procedures (JTTP).

6.30.6. Coordinate, plan, develop, execute, and track D2C2 training initiatives.

6.30.7. Coordinate, plan, develop, execute, and track JTF-PO training.

6.30.8. Coordinate efforts with JTF-PO air and surface force to ensure readiness level.

6.30.9. Assist in coordinating, planning, development, execution and tracking of surface mobility forces training.

6.31. Exercise Branch (Dept B20203252):

6.31.1. Manage Command Joint Exercise Program budget and contract(s).

6.31.2. Lead JECG.

6.31.3. Lead Exercise Planning Group Meetings.

6.31.4. Lead Exercise AARs.

6.31.5. Execute Command Joint Event Life Cycle.

6.31.6. Coordinate Command Training Requirements/Objectives with supported COCOM exercises.

6.31.7. Participate in Joint Staff and COCOM Annual Exercise Conferences.

6.31.8. As required, attend Transportation Working Group meetings with other COCOMs.

6.31.9. Design, plan, prepare, execute and evaluate USTRANSCOM battle staff and functional exercises.

6.31.10. Coordinate, plan and execute exercise support to other COCOMs.

6.31.11. Act as JMSEL Functional Manager.

6.31.12. Maintain exercise and division Secret Internet Protocol Router (SIPR) Webpage.

6.31.13. As required, support D2C2 Team Training actions and efforts.

6.32. Joint Training Branch (Dept B20203253):

6.32.1. Manage implementation of all phases of the Joint Training System.

6.32.2. Develop Command JMETL and coordinate subordinate, Chief of Staff of the Army (CSA), and other COCOM tasks linkages.

6.32.3. Develop Command Joint Training Plan.

6.32.4. Manage Lessons Learned Logbook Application and Database.

6.32.5. Manage Lessons Learned, After Actions Reports, and Issue Resolution programs and processes.

6.32.6. Identify and manage Team and Collective Joint Training.

6.32.7. Maintain current Mission Training Assessment (MTA).

6.32.8. Integrate JMETL and related Training Proficiency Assessments (TPA) between the Defense Readiness System and JTIMS.

6.32.9. Provide technical support and assistance to staff and components for JTIMS and Universal Joint Task List Development Tool (UTDT).

6.32.10. Author USTRANSCOM Instruction (10-14), TC-LLP and TC-AAR System.

6.32.11. Conduct TC-LLP Senior and Working Group meetings.

6.32.12. Command POC for Joint Staff and Joint Center for Operational Analysis issues (assist with outside Special Study Groups/ Investigations).

6.32.13. Provide Lessons Learned assistance to USTRANSCOM staff and TCCs coordination integration of Lessons Learned and After-Action Reporting (AAR) results into JTS.

6.32.14. Act as TC-LLP senior board member during issue resolution process.

6.32.15. Assist in management of JDDOC National Partner battle roster, and individual training and collective training requirements.

6.32.16. As requested, submit JAARs to Joint Staff.

6.33. Training Transformation Branch (Dept B20203254):

6.33.1. Manage USTRANSCOM efforts to accredit joint training activities and certify systems supporting joint training.

6.33.2. Manage the application of DESS to joint training events.

- 6.33.3. Manage and schedule GTN Exercise System (GES) for use by COCOMs and Services for exercises and other projects.
- 6.33.4. Manage population of schedule and manifest information into the exercise nodes (or support capability) of real-world command and control systems including GES, SMS, and JOPEs for training audience use.
- 6.33.5. Manage funding support and transition of DESS program management to USJFCOM.
- 6.33.6. Manage Joint Warfighting Center (JWFC)-provided Joint Training and Experimentation Network (JTEN) equipment and provide oversight and configuration management for site-owned JTEN backside equipment.
- 6.33.7. Manage funding support and transition of designated joint training support systems to USJFCOM.
- 6.33.8. Participate in Worldwide Joint Training and Scheduling Conferences and Combatant Command Joint Exercise Life Cycle planning conferences.
- 6.33.9. Represent USTRANSCOM on the Joint Training Functional Capabilities Board.
- 6.33.10. Represent USTRANSCOM as a key member of the Joint Training Review Group.
- 6.33.11. Facilitate efforts to acquire and operationally utilize JTEN capabilities.
- 6.33.12. USTRANSCOM agent for collecting and reporting recurrent quarterly command joint training activities data to the Office of the Secretary of Defense and Joint Assessment and Enabling Capability (JAEC) training managers.
- 6.33.13. Provide functional management for DESS.
- 6.33.14. Participate in COCOM Joint Exercise Life Cycle planning conferences.
- 6.33.15. Co-chair the DESS Functional Users Group with USJFCOM.
- 6.33.16. Support USTRANSCOM and other COCOMs with development of exercise transportation schedules and conveyance manifests using DESS or its component systems including JFAST.
- 6.33.17. Initiate and support Training Transformation (T2) initiatives to improve joint readiness and prepare forces for new warfighting concepts and capabilities.
- 6.33.18. Support execution of the Joint Exercise Life Cycle for USTRANSCOM DESS participation in the Chairman's Joint Exercise Program.
- 6.33.19. Identify system requirements and their priority to system; develop and evaluate the capability of the developed system to fulfill the requirements.
- 6.33.20. Secretary and member of the Secretariat of the DESS Configuration Control Board. Propose and articulate a collaborative approach to influence future DESS development requirements; staff issues, present background, provide alternatives, and create decision packages. This encompasses origin to point-of-effect logistics employed by the warfighter using exercise versions of their command and control systems when participating in joint training events.
- 6.33.21. Plan, support, administer and operate the DESS suite of tools in support of CJCS and COCOM sponsored joint training events.
- 6.33.22. Generate exercise distribution and transportation data to directly support exercise objectives as requested by the COCOMs.

6.33.23. Provide liaison and reach-back capability to USJFCOM in general and JWFC Joint National Training Capabilities (JNTC) in particular.

6.33.24. Support planning and execution of joint training by analyzing improvements in the host joint training environment relative to the elements of joint context.

6.33.25. Support integration of joint training technologies into the joint training program.

6.33.26. Assist in identifying and mitigating any shortfalls/enhancements in joint context.

6.33.27. Coordinate logistics requirement relative to Joint Live Virtual and Constructive in support of joint training exercises and events.

6.33.28. As required, provide Joint Training Reports and analysis to USJFCOM.

6.33.29. Assist JNTC in implementing T2 and joint training capabilities.

6.34. Global Division (Dept B20203270):

6.34.1. Provide a 'single face' to the customer with two COCOM-oriented branches: USNORTHCOM (USNORTHCOM/North American Air Defense [NORAD], USSTRATCOM, and USJFCOM), USPACOM, and USSOUTHCOM. The Global Division will synchronize the distribution and sustainment of forces into their respective theaters through collaborative planning, proactive transportation analysis, performance monitoring, increased distribution effectiveness, and customer confidence. COCOM-oriented branches will process all COCOM end-to-end requirements and provide a natural link into the respective theater JDDOC.

6.34.2. Goal is to develop, improve, and sustain processes that capitalize on a joint-fused effort. Assess and plan multi-modal, end-to-end solutions involving both organic and commercial capabilities, resulting in a comprehensive, synchronized, and efficient JDDE. The system will provide seamless ITV and respond with overwhelming speed to deliver and sustain combat power globally for the warfighter.

6.34.3. Own USNORTHCOM, USPACOM, and USSOUTHCOM dependent products and processes.

6.34.4. Own USNORTHCOM, USPACOM, and USSOUTHCOM missions from the beginning of planning until 24 hours prior to execution.

6.34.5. Provide follow-up analysis of exercises and movements.

6.34.6. Provide OPLAN transportation feasibility supported commander.

6.34.7. Provide USNORTHCOM, USPACOM, and USSOUTHCOM specific answers for joint exercise issues.

6.34.8. Process all requirements from the force flow conference through execution minus 24 hours.

6.34.9. Collaborates on requirements/validations and changes.

6.34.10. Identify modal opportunities; create and coordinate transportation CONOPS.

6.34.11. Coordinates analysis of distribution system efficiencies, using near-real time data examination on air and sea sustainment pipelines that are integrated with channel requirements and issues.

6.34.12. Provide transportation plan for sourced and validated groups to COCOM for review. Conduct JOPES transactions for all requirements.

6.34.13. Global Division is responsible for collaboration/coordination on the following COCOM products and processes:

- 6.34.13.1. Joint Staff coordination.
- 6.34.13.2. Validation business rules.
- 6.34.13.3. Planning assumptions ICW TCCs.
- 6.34.13.4. Planning conference support and brief production.
- 6.34.13.5. CONOPS development.
- 6.34.13.6. Contingency force flow/TPFDD.
- 6.34.13.7. Coalition support, planning, and issues.
- 6.34.13.8. PHOENIX BANNER/SILVER/COPPER (and other IAX missions) into AOR channel (validation, CONOP development, space blocking, etc.), annual sequence listing.
- 6.34.13.9. Exercise requirements (newsgroup monitoring, CTP, coordination with COCOM, first planning conference).
- 6.34.13.10. SAAMs will be entered, validated, and tracked (WHMO, Human Remains [HR], and USTRANSCOM requirements will be processed through USNORTHCOM team).
- 6.34.13.11. Review GOPAX request and assign to appropriate component command.
- 6.34.13.12. Review and validate opportune cargo requests utilizing SMS.
- 6.34.13.13. Major move slides through SMS.
- 6.34.14. Maintain geographic expertise for each supported COCOM.
- 6.34.15. Monitor DOD transportation and aerial refueling assets and movement operations conducted by TCCs, donated allied assets in support of US operations, contracted commercial transportation carriers, Civil Reserve Air Fleet, Volunteer Intermodal Sealift Agreement ships, and the US Ready Reserve Force.
- 6.34.16. Coordinate with supported combatant commanders, Services, DLA, TCCs, and other agencies to sustain the warfighter.
- 6.34.17. Incorporate channel/transportation specific policies.
- 6.34.18. Validate channel requirements for supported COCOMs.
- 6.34.19. Monitor and acts on supported-COCOM exercise newsgroups for Joint exercises IAW CJCSM 3122-02C (JOPES Volume II).
- 6.34.20. Brief TCJ3 on Joint exercise movement issues and solutions being worked as required.
- 6.34.21. Coordinate with TACC and COCOM to resolve issues by initiating feasibility assessments, validations, and sending required newsgroups.
- 6.34.22. Provide execution oversight and integration with the theater command staffs and TCC command centers.
- 6.34.23. Partner with theater liaison officers into a single virtual command center supported by a common information grid, robust AIS, and a common process set.
- 6.34.24. Direct USTRANSCOM air, surface, and sustainment movement operations.

- 6.34.25. Provide oversight and monitor execution of global transportation support for deployment, redeployment, employment, and sustainment operations.
- 6.34.26. Provide trained and ready division personnel for USTRANSCOM augmentation to JDDOCs.
- 6.34.27. Conduct Forward Distribution Officer (FDO) duties. Provide face-to-face customer service to units preparing for deployment.
- 6.34.28. Direct USTRANSCOM support for Quick Reaction Force/Rapid Reaction Force (QRF/RRF), Weapons of Mass Destruction (WMD) – Civil Support Teams (WMD-CST), or Wildfire operations, as required.
- 6.34.29. Improve overall efficiency and interoperability of distribution and related activities with regard to sustainment support during peace and war.
- 6.34.30. Monitor aerial port levels; identify bottlenecks/issues; and coordinate with TACC/JDDOC/AMC to develop plans to improve velocity of cargo. Serve as safety net for unauthorized movement of cargo/personnel through various ports.
- 6.34.31. Focus distribution efforts on velocity (speed), time definite delivery, and synchronization to minimize the theater logistics footprint, and maximize common user and cross-Service joint theater logistics.
- 6.34.32. Provide command with current operating picture of air operations. Ensure DDOC Chief and TCJ3 leadership are kept abreast of issues associated with the movement and sustainment of forces via air.
- 6.34.33. Provide customer service for supported combatant commanders, Services, DLA, AMC/TACC, and other agencies to provide materials to the warfighter during peace and wartime operations, contingencies, humanitarian assistance, and national emergencies from mission allocation through force closure.
- 6.34.34. Interface with AMC/TACC, theater DDOCs, combatant command staffs, and Joint Staff to provide status of force closure and mission status.
- 6.34.35. Identify Unit Line Numbers (ULNs) in danger of missing LAD/RDD/PCD. Prepares and forward daily missed United Line Numbers (ULN) projection report to combatant command staff.
- 6.34.36. Resolve mission flow issues with user/TACC to satisfy combatant commander requirements.
- 6.34.37. Coordinate USTRANSCOM strategic airlift with appropriate JDDOC and AOC/AMD personnel to ensure timely follow-on movement of personnel/equipment bridging the gap between strategic and intra-theater requirements. Ensure synchronized linkage between strategic and theater level transportation for all movement requirements.
- 6.34.38. Support JPEC to include the Joint Staff, Services, TCCs, Global COCOM, and other DOD agencies/activities in the review of strategic level documents/policy.
- 6.34.39. Determine transportation feasibility of supported commanders OPLANs.
- 6.34.40. Advise supported commander in development of LOIs for OPLAN TPFDD files.
- 6.34.41. Maintain refined TPFDDs in coordination with supported and supporting commanders, Services, TCCs, and other DOD and government agencies.
- 6.34.42. Provide matrix support/handoff to applicable division for execution planning.
- 6.34.43. Upon initiation of DEPORDs/warning orders (WARNORDS)/etc., develop planning assumptions and projections of OPLANs related to crises.

- 6.34.44. Provides ongoing planning and liaison with Federal Emergency Management Agency (FEMA) and other non-DOD agencies for the planning of disaster relief operations.
- 6.34.45. Responsible for evaluating mobility supplement to JSCP.
- 6.34.46. Conduct analysis of strategic airlift, sealift, CONUS transportation, and aerial refueling planning for deployment, sustainment, and retrograde operations during deliberate planning.
- 6.34.47. Conduct assessments of the impact ongoing operations have on OPLANs and CONPLANs.
- 6.34.48. Identify problems with supported commanders' transportation CONOPs.
- 6.34.49. Analyze airlift and sealift closure profiles and identify deficiencies for OPLANs and CONPLANs.
- 6.34.50. Provide input on actions designed to facilitate throughput and closure of transportation and sustainment requirements throughout entire course of action.
- 6.34.51. Provide supported commander with Gross Transportation Feasible assessment of sealift and airlift planning factors that approximate actual capabilities for specified timeframes in TPFDD.
- 6.34.52. Integrate refined force and non-unit related requirements in OPLANs to ensure strategic deployment can be accomplished as specified.
- 6.34.53. Make recommendations for transportation refinement of non-unit requirements for sustainability of forces in commanders' OPLANs.
- 6.34.54. Coordinate computer resources and support on the GCCS for TPFDD refinement conference. Assist with JOPES.

6.35. PACOM Branch (Dept B20203272):

- 6.35.1. Provide a single face to USPACOM customers.
- 6.35.2. Synchronize the distribution and sustainment of forces into the USPACOM Theater through collaborative planning, proactive transportation analysis, performance monitoring, increased distribution effectiveness and customer confidence.
- 6.35.3. Process all USPACOM Branch end-to-end requirements and provides solution links to intra-theater transportation plan and capability through USPACOM JDDOC.
- 6.35.4. Validate requirements; creates and publishes new CONOPS for specific major moves.
- 6.35.5. Identify modal solutions; develops and coordinates transportation CONOPS.
- 6.35.6. Coordinate with AMC/SDDC/MS/USPACOM and/or respective agencies/activities.
- 6.35.7. Review/refine TPFDDs/Plans and conducts analysis of strategic airlift, sealift, and surface lift to determine transportation feasibility of USPACOM's TPFDDs/Plans.
- 6.35.8. Support JPEC to include the Joint Staff, Services, TCCs, USPACOM Commander, and other DOD agencies/activities in the review of strategic level documents/policy.

6.36. NORTHCOM Branch (Dept B20203273):

- 6.36.1. Provide a single face to USNORTHCOM/NORAD, USSTRATCOM, and USJFCOM customers.
- 6.36.2. Synchronize the distribution and sustainment of forces into the USNORTHCOM Theater through collaborative planning, proactive transportation analysis, performance monitoring, increased distribution effectiveness and customer confidence.
- 6.36.3. Process all USNORTHCOM Branch end-to-end requirements and provides solution links to intra-theater transportation plan and capability through USNORTHCOM JDDOC.
- 6.36.4. Validate requirements; creates and publishes new CONOPS for specific major moves.
- 6.36.5. Identify modal solutions; develops and coordinates transportation CONOPS.
- 6.36.6. Coordinate with AMC/SDDC/MSC/supported COCOMs and/or respective agencies/activities.
- 6.36.7. Review/refine TPFDDs/Plans and conducts analysis of strategic airlift, sealift, and surface lift to determine transportation feasibility of supported commanders' TPFDDs/Plans.
- 6.36.8. Enter, validate, and track WHMO, Human Remains, and USTRANSCOM SAAMs.
- 6.36.9. Direct USTRANSCOM support for QRF/RRF, WMD-CST, or Wildfire operations, as required.

6.37. SOUTHCOM Branch (Dept B20203274):

- 6.37.1. Provide a single face to USSOUTHCOM customers.
- 6.37.2. Synchronize the distribution and sustainment of forces into the USSOUTHCOM Theater through collaborative planning, proactive transportation analysis, performance monitoring, increased distribution effectiveness and customer confidence.
- 6.37.3. Process all USSOUTHCOM Branch end-to-end requirements and provides solution links to intra-theater transportation plan and capability through USSOUTHCOM JDDOC.
- 6.37.4. Validate requirements; creates and publishes new CONOPS for specific major moves.
- 6.37.5. Identify modal solutions; develops and coordinates transportation CONOPS.
- 6.37.6. Coordinate with AMC/SDDC/MSC/USSOUTHCOM and/or respective agencies/activities.
- 6.37.7. Review/refine TPFDDs/Plans and conducts analysis of strategic airlift, sealift, and surface lift to determine transportation feasibility of USSOUTHCOM's TPFDDs/Plans.
- 6.37.8. Support JPEC to include the Joint Staff, Services, TCCs, USSOUTHCOM Commander, and other DOD agencies/activities in the review of strategic level documents/policy.
- 6.37.9. Support OSD Detainee Affairs and JS/J-5 for all Detainee Repatriation Missions.
- 6.37.10. Agencies/activities in the review of strategic level documents/policy.

6.38. Special Airlift Division (Dept B20203280):

6.38.1. Responsible for the oversight and centralized scheduling and management of all Very Important Person/Special Airlift Mission (VIP/SAM) assets.

6.38.2. Act as single manager for the enterprise; receive and prioritize airlift support requests; track and monitor high visibility airlift support, provide time-sensitive solutions, and ensure joint service implementation; and identify the most appropriate and responsive asset that is best capable of meeting identified senior leader travel requirements.

6.38.2.1. Monitor requirements, capacity and capabilities of the VIP/SAM and OSA enterprises as well as AMC Executive travel capabilities.

6.38.2.2. Use rated expertise to facilitate and negotiate timely, accurate, and credible decisions regarding mission feasibility. Must diplomatically and authoritatively inform senior leaders and their staffs of scheduling issues and asset capability and availability. As the USTRANSCOM VIP/SAM representative, coordinate with all Services, Joint Staff, combatant command staffs, and OSD staff on all requirements to support political appointees, CODELS, combatant commanders, secretaries, and Service chiefs official travel requirements.

6.38.2.3. Track limited resources that enable senior leadership the ability to relocate with national command, control, and communications capabilities necessary to ensure continuity of government and security.

6.38.2.4. Provide oversight across all Services to achieve total asset visibility (TAV), ITV in order to provide capable and professional worldwide airlift support to senior leaders during peacetime or crises.

6.38.2.5. Provide functional oversight of IT and communication links between special airlift, TACC, COCOMs, and JOSAC to provide DPO and customers efficient and effective asset utilization.

6.38.2.6. Assist the transition of initiatives into JCIDS as applicable for fleet acquisition or modifications.

6.38.2.7. Coordinate policy, programming, implementation, and recommendations to enhance scheduling and management for better asset utilization.

6.38.2.8. Monitor current operations and future requirements to forecast future capacity requirements which impact on mobility force provider's capabilities. Coordinate with TCJ5/4 to provide program oversight to synchronize DOD-wide OSA and VIP/SAM initiatives. Provide key stakeholder critical information necessary to quickly and accurately assess the impacts and risks of proposed changes in forces or capability assignment, apportionment and allocation.

6.38.2.9. Represent USTRANSCOM at all forums related to OSA, VIP/SAM, and senior leader travel. Coordinate, schedule, facilitate, and co-chair the Senior Leader Airlift Working Group and Senior Leader Airlift Steering Group conferences and/or video teleconferences.

6.38.2.10. Facilitate USTRANSCOM's role as the single manager for the overarching OSA enterprise, and identifies the most appropriate and responsive force that is best capable of meeting identified senior leader travel requirements.

6.39. Defense Courier Center (Dept B20117000):

6.39.1. Coordinate and monitor the activities associated with movement of highly classified, sensitive national security material through a global network of stations and substations. Synchronize the defense courier-related functions across the USTRANSCOM staff to:

6.39.1.1. Establish policy and guidance for secure movement and assured delivery of the nation's most sensitive, classified material servicing over 6,700 accounts worldwide.

6.39.1.2. Monitor worldwide operations and courier movement of highly sensitive national security material during peace/wartime operations.

6.39.1.3. Ensure readiness, security, safety, morale, and welfare for over 220 soldiers, sailors, airmen, civilians, and reservists dispersed across worldwide locations.

6.39.1.4. Establish and maintains an international transportation network using military and civilian contract airlift, motor vehicles, and other resources.

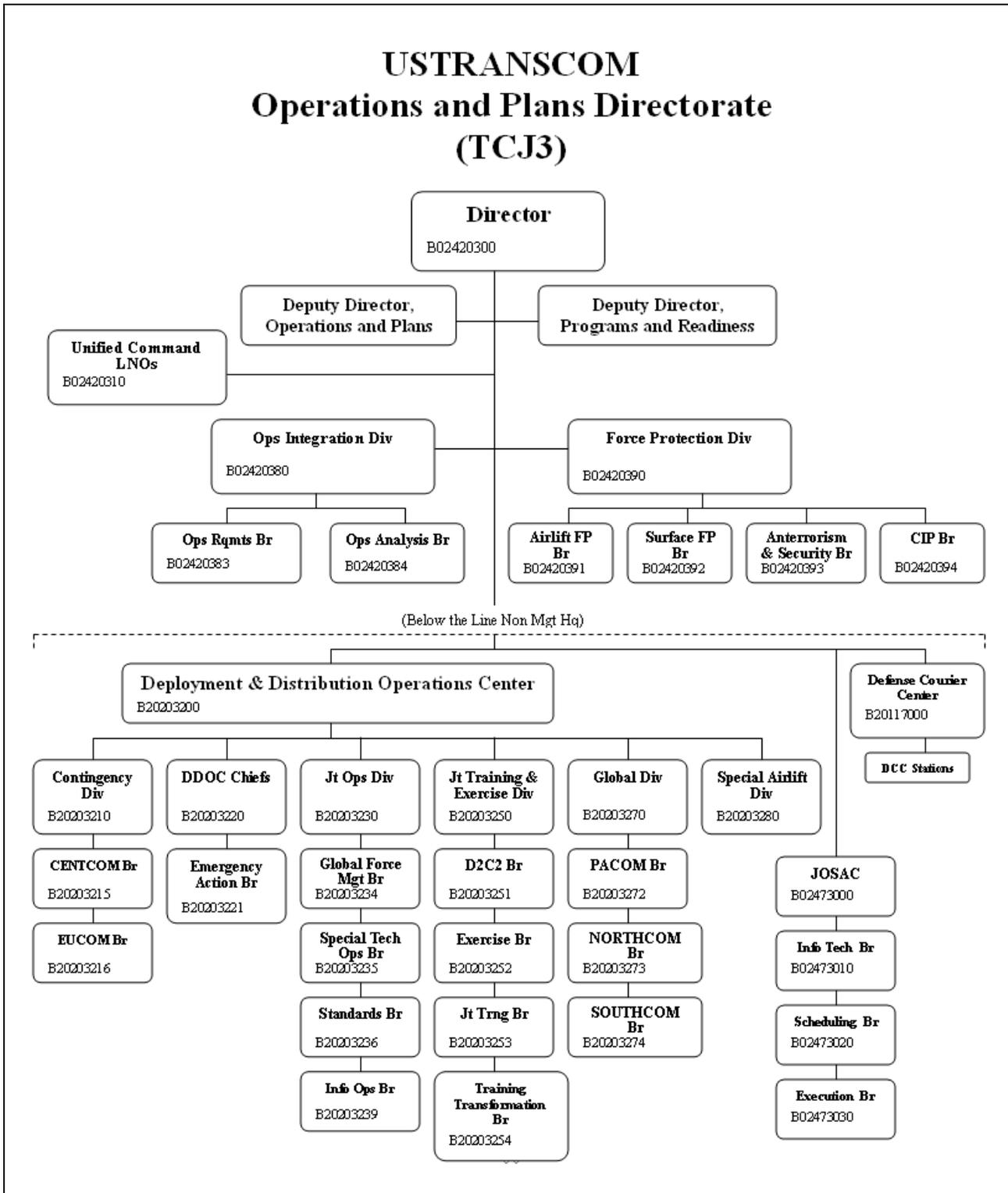
6.39.1.5. Ensure Defense Intelligence Agency (DIA) accreditation requirements are met for Sensitive Compartmented Information Facilities (SCIFs) around the world.

6.39.1.6. Provide continuous updates regarding defense courier activities and operational status of worldwide courier stations.

6.39.1.7. Monitor status and update information systems that facilitate courier operations.

6.39.1.8. Track billing practices and budget submissions.

Figure 6.1. Operations and Plans Directorate.



Chapter 7

STRATEGY, POLICY, PROGRAMS, AND LOGISTICS DIRECTORATE

7.1. Strategy, Policy, Programs, and Logistics Directorate (Dept B02420500):

7.1.1. Command lead for future initiatives, including strategic planning, logistical transformation, force programming, policy development, and operational traffic management policies and procedures to ensure readiness and capability to meet current, projected, and emerging requirements.

7.1.2. Command lead for transformation initiatives, including organizational construct developments, process enhancements, advocacy of key enablers, and platform/system developments to advance global synchronous warfighting capabilities.

7.1.3. Responsible for mobility concepts, force structure definition, transportation technologies, strategies, and policies to fulfill future forward presence and power projection requirements of DTS.

7.1.4. Develop all command logistics constructs and operational traffic management policies and procedures, including acquisition, procurement, and rate structure analyses and strategies.

7.1.5. Coordinate all DPO-related issues/responsibilities. Responsible to coordinate with Office of the Secretary of Defense, Joint Staff, unified commands, component commands, other governmental agencies, and industry to further initiatives, programs, policies, and plans which enhance logistics support to the nation's warfighters.

7.1.6. Responsible to develop integrated business case/value case analyses and strategies for the command and DTS, including successful partnering with customers and industry, and implementation of CAAs with other commands and agencies to optimize warfighting support and return on investment.

7.1.7. Command lead for Joint Requirements Oversight Council (JROC)/Joint Capabilities Board(JCB)/Functional Capabilities Board (FCB) issues, including advanced concepts of operations, and technology development to develop/promote global mobility warfighting requirements.

7.1.8. Command lead for war gaming, experimentation, and operational joint deployment process feedback to improve current and future warfighting support.

7.1.9. Responsible for Homeland Defense, WMD, and WMD counter-proliferation policy issues as related to command missions.

7.1.10. Advise on all congressional actions, to include visits, correspondence, issues, and selected inquiries.

7.1.11. Command liaison for the Joint Logistics Board, Change Management Board, and Future Logistics Enterprise subcommittees.

7.1.12. Develop USTRANSCOM Security Cooperation (SC) policy. Coordinates SC program issues with the Office of Secretary of Defense (OSD), Joint Staff, and other combatant commands.

7.1.13. Responsible for Unified Command Plan (UCP), Forces For, and Unified Action Armed Forces (UNAAF).

7.1.14. Command lead for Asset Visibility and Automated Identification Technology (AIT) policy, initiatives, and implementation for USTRANSCOM and its Components.

7.1.15. Represent USTRANSCOM as DoD lead functional proponent for Radio Frequency Identification (RFID) and related AIT implementation for the DOD supply chain.

7.1.16. Responsible for DTS petroleum, oil, and lubricant (POL) issues through the USTRANSCOM Joint Petroleum Office (JPO).

- 7.1.17. Manage Joint Logistics Over-the-Shore (JLOTS) and Joint Container Exercise Program (JCEP).
- 7.1.18. Administer and chair the Joint Intermodal Working Group (containers) with Joint Staff, Services, Defense Logistics Agency, Joint Munitions Command, and Surface Deployment and Distribution Command (SDDC).
- 7.1.19. Provide program guidance to Military Sealift Command (MSC), Maritime Administration (MARAD), and the Navy staff on composition, siting, maintenance, and readiness standards for the Ready Reserve Force (RRF) and MSC surge fleet vessels.
- 7.1.20. Monitor administration and selection of vessels for the Maritime Security Program (MSP).
- 7.1.21. Develop policy and responsible for oversight and initiatives to promote long-term viability of the Civil Reserve Air Fleet (CRAF) for DOD.
- 7.1.22. Develop Voluntary Intermodal Sealift Agreement (VISA) policy and responsible for oversight of VISA Executive Working Group (EWG) and VISA Joint Planning Advisory Group (JPAG).
- 7.1.23. Determine mobility requirements, system evaluation, and provides transportation expertise for Joint Staff and OSD-directed modeling and simulation (M&S) requirements.
- 7.1.24. Oversee DOD-directed studies (e.g., Quadrennial Defense Review [QDR], Mobility Capability Requirements Study [MCRS], Operational Availability [OA], Advanced Mobility Concept Study [AMCS]).
- 7.1.25. Identify out-year capability and programming requirements by coordinating the development of the command's Integrated Priority List (IPL).
- 7.1.26. Responsible for DOD supply chain AIT implementation.
- 7.1.27. Orchestrate the Command's involvement in Science and Technology (S&T) programs, including Research Development Testing and Experimentation (RDT&E) and Advanced Concept/Joint Capabilities Technology Demonstrations (AC/JCTDs).

7.2. Liaison Officer to Defense Logistics Agency (LNO to DLA) :

- 7.2.1. Provide advice, assistance, and guidance on joint transportation issues associated with supported commander strategies, policy, programs, logistics, and procedures.
- 7.2.2. Coordinate and collaborate with other USTRANSCOM liaison officers, as required.

7.3. Policy and Doctrine Division (Dept B02420540):

- 7.3.1. Develop and implement transportation/traffic management policy and procedures for effective and efficient worldwide delivery of cargo, passengers, and Personal Property.
 - 7.3.1.1. Command lead for transportation/traffic management policy/procedures applicable to USTRANSCOM Component Commands.
 - 7.3.1.2. Prescribe mandatory procedures in the DTR that DOD components are required to follow.
- 7.3.2. Provide management oversight for all business processes directly involved with the movement of cargo, passengers, and personal property from origin to destination and logistics practices that indirectly impact the functional transportation business process.
- 7.3.3. Review and analyze national, DOD, Service, component, and supported commanders' transportation concepts and programs.

7.3.4. Participate on working groups, steering groups, and other ad hoc and formal organizations concerning functional transportation management requirements to support financial, acquisition, and quality improvements. These groups include but are not limited to Defense Travel System, Defense Travel Improvement Board, the Defense Personal Property System Functional Review Board, and the Families First Council of Captains and Colonels.

7.3.5. Functional Program Manager for certain command standard programs; e.g., Defense Travel System, Active Performance Management, and Personal Property Reengineering.

7.3.6. Intervene, as required, if policy and procedures are not being adhered to or development in these areas is incompatible with DOD and USTRANSCOM objectives for a more responsive DTS.

7.3.7. Work closely with the Joint Staff, OSD, Services, component commands, and industry to ensure all DOD transportation policy and procedures meet both peacetime and force deployment requirements.

7.3.8. Evaluate and recommend course of action on conflicting policies and initiatives of other transportation authorities (e.g., General Services Administration [GSA], Department of Transportation [DOT], etc.).

7.3.9. Coordinate USTRANSCOM response to the General Accounting Office (GAO), DOD Inspector General, and other audit agency reports on transportation/traffic management findings and implement changes to policy and procedures.

7.3.10. As functional process owner, work policy and procedural aspects of solutions to operational problems affecting movement of cargo and passengers through the DTS.

7.3.11. Manage USTRANSCOM SC program and related policy.

7.3.12. Manage USTRANSCOM Acquisition and Cross-Servicing Agreement (ACSA) policy and program management.

7.3.13. USTRANSCOM policy expert for Chemical, Biological, Radiological, and Nuclear (CBRN), Counter-Proliferation, and Arms Control policy.

7.3.14. Command lead for the Unified Command Plan (UCP), Forces For Unified Commands, and Quadrennial Defense Review (QDR).

7.3.15. Coordinate USTRANSCOM input to US joint and allied doctrine.

7.3.16. Coordinate USTRANSCOM memorandums of agreement (MOAs), memorandums of understanding (MOUs), cooperative military airlift agreements (CMAAs), implementing arrangements (IAs), and CAAs.

7.3.17. Review and maintain USTRANSCOM Handbook 24-2, "Understanding the DTS."

7.3.18. Coordinate command efforts relating to several Joint Strategic Planning System documents.

7.3.19. Manage the Security Cooperation Working Group (SCWG).

7.3.20. Functional lead for implementation of Defense Personal Property System (DPS).

7.3.21. Coordinate command efforts relating to Senior Warfighting Forums (SWarF).

7.4. Transportation Policy Branch (Dept B02420541):

7.4.1. Develop and implement transportation/traffic management policy, procedures, and guidance for effective and efficient worldwide delivery of cargo, passengers, and personal property.

7.4.1.1. Command lead for transportation/traffic management policy/procedures applicable to USTRANSCOM Component Commands.

7.4.1.2. Prescribe mandatory procedures in the DTR that DOD components are required to follow.

7.4.2. Command lead for DOD Directive (DODD) 4500.9 (Transportation and Traffic Management). Develop and publish DTR 4500.9-R, Passenger, Cargo, Mobility, Personal Property, DOD Customs, Intermodal Container Management and Human Remains.

7.4.3. Command lead for DOD 4515.13-R, Air Transportation Eligibility Issues.

7.4.4. Command lead for GSA City Pairs and other traffic management issues related to passenger travel.

7.4.5. Provide oversight for business processes/resolves policy and procedural problems involving the movement of cargo, passengers, and personal property.

7.4.6. Administer DOD and non-DOD Transportation Account Codes (TACs).

7.4.7. Serve as DOD authoritative policy/oversight expert on 463-L System Assets.

7.4.8. Review publications, documents, and memos of hazardous cargo/AA&E policy, and procedural development and the interface between and among DOD components and other Federal agencies.

7.4.9. Serve as USTRANSCOM representative in its role as DOD Executive Agent for Customs and Border Clearance issues.

7.4.10. Responsible for proponency/approval for Defense Transportation Regulation, DOD Customs and Border Clearance Policy and Procedures.

7.4.11. Interact and resolve import, export, and inter/intra-theater customs/border clearance.

7.4.12. Provide oversight for customs and border clearance business processes that affect movement of cargo, passengers, and personal property during both war and peace.

7.4.13. Review/analyze Federal Register Announcements, and regulatory changes.

7.4.14. Staff/publish Traffic Management Advisories (TMA).

7.5. Doctrine and Command Agreements Branch (Dept B02420542):

7.5.1. Manage USTRANSCOM SC program. Coordinates program issues with OSD, Joint Staff, other combatant commands, and subordinate transportation component commands. Command lead in developing SC strategy and goals. Develop and maintain annual command SC Plan.

7.5.2. Serve as policy expert for CBRN doctrine, policy, testing, and studies.

7.5.3. Responsible for CBRN doctrine and policy development.

7.5.4. Responsible for Counter-Proliferation and Arms Control policy.

7.5.5. Command lead for UCP, Forces for Unified Commands, and UNAAF.

7.5.6. Command lead for Joint Doctrine development. Coordinates the staffing of each joint doctrine publication for review and comments.

7.5.7. Develop and review US joint and allied doctrine pertaining to USTRANSCOM equities.

- 7.5.8. Serve as command representative to the Joint Staff sponsored Joint Doctrine Working Group.
 - 7.5.9. Command Coordinator for USTRANSCOM agreements (MOUs, MOAs, CMAAs, and IAs) drafted and staffed by subject matter experts; determine lead agent for developing/negotiating agreements with multiple directorate responsibilities; maintain master list of active USTRANSCOM agreements.
 - 7.5.10. Maintain USTRANSCOM Policy Instruction 90-8, "Agreements with Other Agencies."
 - 7.5.11. Primary staff element responsible for overall ACSA policy and program management. Assist TCJA, as necessary, in negotiating and concluding any required Implementing Arrangement. Maintains USTRANSCOM Instruction 20-5, "Logistics Support Using Acquisition and Cross-Servicing Agreements (ACSA)."
 - 7.5.12. Review and maintain USTRANSCOM Handbook 24-2, "Understanding the DTS."
 - 7.5.13. Develop and maintain CAAs with other combatant commands.
 - 7.5.14. Responsible for command coordination on the following Joint Strategic Planning System documents: Quadrennial Defense Review, National Defense Strategy, National Security Strategy, National Military Strategy, Joint Vision, Strategic Planning Guidance, Unified Command Plan, Chairman's Guidance, Joint Planning Document, and the Joint Strategy Review.
 - 7.5.15. Command lead for Homeland Defense and national incident management policy issues.
 - 7.5.16. Manage the USTRANSCOM SC Working Group.
 - 7.5.17. Develop USTRANSCOM Annual SC Assessment for the Secretary of Defense (SECDEF).
 - 7.5.18. Command lead for the Guidance for the Development of the Force (GDF).
 - 7.5.19. Command lead for the Quadrennial Defense Review process.
 - 7.5.20. Develop and maintains USTRANSCOM Instruction 60-1, "Joint Doctrine and Joint Tactics, Techniques, and Procedures (JTTP) Development Program."
 - 7.5.21. Co-Chair of OSD sponsored Contaminated Hazards Risk Working Group.
 - 7.5.22. Coordinate command efforts relating to Senior Warfighting Forums (SWarF).
- 7.6. Initiatives Branch (Dept B02420543):**
- 7.6.1. Responsible for traffic management and transportation related initiatives. Functional Program Manager for certain command standard programs; e.g., Defense Travel System, Active Performance Management, and Personal Property Reengineering.
 - 7.6.2. Functional co-chair to Source Systems Review Board (SSRB) for Theater Distribution Management (TDM).
 - 7.6.3. Functional lead for Defense Transportation Coordinators Initiative (DTCI) implementation issues.
 - 7.6.4. Charter member on the Defense Transportation Tracking System (DTTS) requirements board.
 - 7.6.5. Functional lead for reengineering efforts and initiatives impacting transportation and traffic management.
 - 7.6.6. Serve as DOD authoritative policy/oversight expert on the movement of hazardous materiel, including protected cargo and Arms, Ammunitions, and Explosives (AA&E).
 - 7.6.7. Command lead for FMS procedural/transportation processes.

7.6.8. Chair the Defense Personal Property System (DPS) Functional Requirement Board (FRB) and voting member of the DPS Configuration Control Board (CCB).

7.6.9. Update and maintain Personal Property pamphlets: "It's Your Move;" Privately Owned Vehicles; Shipping Your POV; Storing Your POV.

7.7. DPO Program Management and Strategy Division (Dept B02420550):

7.7.1. Develop and update TCCC Commander's guidance.

7.7.2. Develop and update Vision, Mission, Strategic Objectives.

7.7.3. Develop and update USTRANSCOM Strategic Guidance.

7.7.4. Manage DPO governance structure.

7.7.5. Recommend prioritization of DPO initiatives.

7.7.6. Staff recommendations through DPO governance.

7.7.7. Initiate solution steps/tasking assignments through Integrated Process/Product Team (IPTs)/CBATs/LEAN 6 SIGMA.

7.7.8. Manage DPO budget priorities.

7.7.9. Develop contractual requirements.

7.7.10. Track and synchronize solution development.

7.7.11. Integrate DPO activities (i.e., IPTs/CBATS, etc.)

7.7.12. Manage development of Joint Capabilities Integration and Development System (JCIDS)/Doctrine, Organization, Training, Material, Leadership & Education, Personnel, and Facilities (DOTMLPF) Change Recommendations (DCRs)/Initial Capabilities Documents (ICDs) changes.

7.7.13. Manage partner stakeholder relationships.

7.7.14. Manage DPO communications plan/enterprise change management plan.

7.7.15. Manage joint logistics operator education and training.

7.7.16. Coordinate USTRANSCOM DOD Logistics Transformation efforts, to include end-to-end supply chain management solutions.

7.7.17. Support command representation for the Joint Logistics Board, Supply Chain Capabilities Group, and Future Logistics Enterprise subcommittees.

7.7.18. Oversee reviews and analyses of distribution processes and their impact/links on long-term systemic improvements and customer service.

7.7.19. Review and coordinate command position for Direct Vendor Delivery issues.

7.7.20. Develop, coordinate, and monitor institutionalization of distribution initiatives and process improvement changes in appropriate publications.

7.7.21. Command functional process OPR for the Joint Distribution Architecture (JDA).

7.7.22. Develop Change Management plan and lead change management activities.

7.7.23. Lead effort to develop trained and experienced joint logisticians.

7.8. Strategy and Concept Development Branch (Dept B02420552):

7.8.1. Establish and execute the USTRANSCOM Strategic Planning Process

7.8.2. Assess the strategic planning environment and develop planning assumptions, vision, goals, and objectives with links to the current operational environment.

7.8.3. Develop the USTRANSCOM strategic posture with respect to emerging OSD and Joint Staff initiatives.

7.8.4. Review and recommend updates to USTRANSCOM foundational documents (UCP, DODD 5158.04, and DODI 5158.06) as required.

7.8.5. Link USTRANSCOM strategic guidance to USD (AT&L) & Joint Staff (JS) strategic guidance.

7.8.6. Develop and update annual Command Guidance.

7.8.7. Develop and update USTRANSCOM's Vision, Mission, and Strategic Objectives.

7.8.8. Develop and update USTRANSCOM Strategic Plan.

7.8.9. Review and update relevant USTRANSCOM publications for consistency with command guidance.

7.8.10. Review Transportation Component Commands' Strategic Plans for USTRANSCOM and DPO equities and recommend changes as required.

7.8.11. Review DOD-level issuances for USTRANSCOM and DPO equities and recommend changes as required.

7.8.12. Develop USTRANSCOM input to DOD Enterprise Transition Plan.

7.8.13. Develop policy documents supporting distribution process improvements for DPO governance structure approval.

7.8.14. Ensure approved distribution process improvement concepts are considered in systems and architecture development.

7.8.15. Develop new distribution-related doctrine and prepare supporting documentation and briefings for JCIDS and JROC approval process.

7.8.16. Develop military perspectives and recommendations for the civilian Joint Logistics Capability Portfolio Manager.

7.8.17. Assess issues and develop initiatives as the military co-lead for Joint Logistics Capability Portfolio Management.

7.8.18. Assess issues and develop initiatives supporting the Joint Logistics SWarF.

7.8.19. Assess issues and develop initiatives supporting the Deployment and Distribution Capability Area Manager.

7.8.20. Review the Distribution Integrated Priority List (DIPL) and recommend changes to synchronize priorities with the strategic plan.

7.8.21. Develop Joint Deployment and Distribution Enterprise (JDDE) related improvement initiatives -- conduct studies, tests, experiments and assessments; recommend concepts for incorporation into existing exercises, experiments and demonstrations; implement solutions with Combatant Commanders, Services, Agencies, and others; prepare related briefs, presentations and professional articles.

7.8.22. Manage strategic-level stakeholder outreach and relationships.

7.8.23. Command representative at OSD and JS joint concept development groups.

7.8.24. Lead strategic-level working groups, boards, cells, and teams as required.

7.8.25. Provide information for USTRANSCOM's Annual Command Report.

7.8.26. Provide information for USTRANSCOM's annual history.

7.9. DPO Program Integration Branch (Dept B02420553):

7.9.1. Manage DPO Governance structure.

7.9.2. Coordinate DPO Governance meeting agenda development with JDDE COI partners for the DPO Executive Board (DEB), Distribution Transformation Task Force (DTTF), and Distribution Steering Group (DSG) driving JDDE improvement.

7.9.3. Recommend priorities for DPO initiatives based on requirements & business case analyses received from Distribution Performance Management Branch, Joint Distribution Planning and Analysis Center (JDPAC) and DPO governance structure.

7.9.4. Initiate solution steps/tasking assignments through IPTs/CBATs/LEAN 6 SIGMA.

7.9.5. Maintain a central database of archived, sponsored, and DSG chartered JDDE initiatives to facilitate cross-referencing, progress tracking, and status reporting for managing JDDE improvement initiative activities.

7.9.6. Manage DPO budget priorities.

7.9.7. Develop DPO contractual requirements.

7.9.8. Track and synchronize enterprise distribution improvement solution development via POA&M and other management tools.

7.9.9. Codify solutions through the development and management of JCIDS/DCRs/ICDs/JP changes.

7.9.10. Manage DPO change management through partner stakeholder relationships, DPO communications plan/enterprise change management plan.

7.9.11. Manage partner stakeholder relationships.

7.9.12. Provide command representation, as required, for the Joint Logistics Board, Supply Chain Capabilities Group, and other FLE-related subcommittee meetings.

7.9.13. Prepare USTRANSCOM senior leaders to represent the command at Defense Logistics Board, Joint Logistics Board, and Supply Chain Capabilities Group.

7.9.14. Develop, coordinate, and monitor institutionalization of distribution initiatives and process improvement changes in appropriate publications.

- 7.9.15. Participate in the Joint Deployment Distribution Integration Steering Group to integrate and improve deployment and distribution operations via collaboration with USJFCOM, DLA, and the joint staff.
- 7.9.16. Coordinate the quarterly USTRANSCOM Component Commanders' conferences.
- 7.9.17. Develop Change Management plan and lead change management activities to align people, both internal and external, to a future state of improved efficiencies and better integrate DOD deployment and distribution processes, systems, and skill sets.
- 7.9.18. Work closely with USTRANSCOM Public Affairs to communicate the key messages of USTRANSCOM in its evolving role as DPO.
- 7.9.19. Facilitate internal and external communication through a variety of communication vehicles (face-to-face, paper-based, technology-based) and measure effectiveness through surveys/ assessments of the workforce and distribution community.
- 7.9.20. Lead effort to develop trained and experienced joint logisticians who understand supply chain interdependencies and are capable of operating in a variety of deployment and distribution areas.
- 7.9.21. Develop and update JDDE Competency Model that defines skills that lay foundation to develop joint logisticians.
- 7.9.22. Work closely with USTRANSCOM J1 to recommend training and education for joint logistician billets at USTRANSCOM based on requirements identified by the JDDE Competency model and put forth by USTRANSCOM directorates.
- 7.9.23. Evaluate and recommend courses offered by DOD, academic and commercial institutions to skill the JDDE workforce.
- 7.9.24. Recommend incorporation of joint distribution education requirements into the five military education levels of the JPME curricula.
- 7.10. Distribution Performance Management Branch (Dept B02420554):**
- 7.10.1. Assess global distribution performance and works with National Partners to resolve problems.
- 7.10.2. Measure and evaluate effectiveness of distribution process improvement solutions.
- 7.10.3. Develop Global Integrated Distribution Lane (IDL) Sequence List.
- 7.10.4. Maintain IDL CONOPS.
- 7.10.5. Assess JDDE performance.
- 7.10.6. Participate in COCOM distribution conferences to assess distribution performance and collaborate to address and resolve problems.
- 7.10.7. Lead for negotiating distribution performance standards with stakeholders.
- 7.10.8. Provide analyses support to sustainment conferences.
- 7.10.9. Identify potential regionally focused transformation opportunities.
- 7.10.10. Maintain distribution network database with national partners.
- 7.10.11. Convert data into objective performance reports.

- 7.10.12. Establish data quality standards and reporting discipline.
- 7.10.13. Maintain and monitor performance reports and reviews.
- 7.10.14. Provide analyses for USTRANSCOM and DOD performance measurements.
- 7.10.15. Focal point for development of strategic metrics for command, DPO, Joint Staff, and component use.
- 7.10.16. Maintain visibility of USTRANSCOM Distribution Strategic Metrics.
- 7.10.17. Lead efforts to streamline data collection and analysis through automation and other program efficiencies; coordinate with command staff and component commands to investigate methods for enhancing data collection and analysis.
- 7.10.18. Serve as Functional program manager for the Business Decision Support System (BDSS) and Strategic Distribution Database (SDDB).

7.11. Programs Division (Dept B02420560):

- 7.11.1. Command lead for assessing and evaluating strategic mobility capabilities, long-range programs, requirements, and priorities.
- 7.11.2. Oversee Command involvement in Science and Technology programs including Research Development Testing and Experimentation (RDT&E) and Advanced Concepts/Joint Capabilities Technology Demonstrations (AC/JCTDs).
- 7.11.3. Responsible for monitoring, assessing, and developing proactive national defense options to ensure DOD strategic lift capability based on trends in the civil sector and industrial base relative to air, sea, and land transportation.
- 7.11.4. Recommend policies, procedures, and programs to ensure USTRANSCOM and DOD air, sea, and surface lift requirements are met.
- 7.11.5. Assess and recommend policies for compatibility and interoperability of DOD organic resources and facilities to ensure adequate capability exists to meet military contingencies and national emergencies.
- 7.11.6. Assess DOD needs regarding global deployment and distribution infrastructure. Integrate infrastructure efforts of the command's components. Support DOD-directed studies. Represent DOD at appropriate forums.
- 7.11.7. Serve as command's interface to civil agencies to evaluate trends in commercial air, sea, and surface industry and determines impact on DTS.
- 7.11.8. Responsible for global infrastructure planning and assessment for DTS.
- 7.11.9. Command lead for DTS petroleum, oil, and lubricant (POL) issues through the USTRANSCOM Joint Petroleum Office (JPO).
- 7.11.10. Command lead for Joint Logistics Over-the-Shore (JLOTS) and Joint Container Exercise Program (JCEP) management.
- 7.11.11. Support command participation at National Defense Transportation Association (NDTA) Military Airlift, Military Sealift, and Surface Transportation Committee meetings and functions.
- 7.11.12. Support command participation at NDTA Board of Directors (BOD) meetings and the NDTA annual forum.

- 7.11.13. Support command participation at the Transportation Advisory Board (TAB).
- 7.11.14. Oversee command involvement in the JROC process and programs/issues associated with the Joint Staff FCBs and Joint Capability Boards (JCBs).
- 7.11.15. Develop Commander's Integrated Priority List (IPL).
- 7.11.16. Assess DOD needs regarding intermodal transportation infrastructure (rail, highway, bridges, ports, etc.) and industrial base and supports DOD-directed studies; represent DOD at appropriate forums.
- 7.11.17. Chair the Joint Intermodal Working Group (JIWG) and facilitates intermodal/container interoperability issues in coordination with Joint Staff, Services, Defense Logistics Agency, Joint Munitions Command, and SDDC.

7.12. Industry Branch (Dept B02420561):

- 7.12.1. Recommend policies, procedures, and programs to ensure USTRANSCOM and DOD air, sea, and surface lift requirements are met.
- 7.12.2. Oversee development and coordination of USTRANSCOM positions on issues impacting national strategic mobility.
- 7.12.3. Responsible for monitoring and developing proactive national defense options to ensure DOD strategic lift capability based on trends in the commercial transportation industry and the transportation industrial base.
- 7.12.4. Monitor trends in the commercial transportation industry and the transportation industrial base; evaluates the impact on the civil sector's ability to augment DOD strategic lift and power projection capability.
- 7.12.5. Oversee development and coordination of command positions on issues impacting national strategic and theater transportation policy.
- 7.12.6. Provide program guidance to MSC, Maritime Administration, and the Navy staff on composition, siting, maintenance, and readiness standards for the RRF and MSC surge fleet vessels.
- 7.12.7. Advise senior leadership of major transportation policy issues affecting USTRANSCOM.
- 7.12.8. Serve as functional point of contact with the Department of Transportation (DOT) and other government agencies on domestic and international transportation issues that impact the DTS.
- 7.12.9. Command oversight for commercial surface transportation access.
- 7.12.10. Monitor administration and selection of vessels for the Maritime Security Program (MSP).
- 7.12.11. Command lead for VISA Agreement, VISA Executive Working Group (EWG), and VISA Joint Planning Advisory Group (JPAG).
- 7.12.12. Assess VISA/MSP requirements and makes recommendations when changes are warranted.
- 7.12.13. Provide MARAD recommendations on reflagging of US flag vessels, to include retention in the Effective United States Control (EUSC) commercial fleet.
- 7.12.14. Review MSC requests for surge vessel activation via logbook to ensure compliance with national sealift policies and directives.
- 7.12.15. Command lead for Voluntary Tanker Agreement (VTA).

- 7.12.16. Monitor and promote long-term viability of the CRAF for DOD.
 - 7.12.17. Serve as primary action office for Commercial Airlift Review Board (CARB) activities affecting DOD passenger safety.
 - 7.12.18. Review and make recommendations concerning DOD organic strategic and theater sea and air transportation policy to DOD, Services, and theater commanders.
 - 7.12.19. Coordinate afloat prepositioning policy with the appropriate military Services.
 - 7.12.20. Serve as the command's action office for transportation related issues of the Army's future programs. Act as go-between for Services, components, and industry for solving transportation related issues.
 - 7.12.21. Facilitator for transportation evaluation processes related to the development of new transformational equipment/systems development and procurement across Services.
 - 7.12.22. Interface with, and conduct briefings for, various groups for the purpose of promoting a joint perspective for deployment support to the warfighter.
 - 7.12.23. Subject matter expert on command organic and commercial airlift and air refueling issues.
 - 7.12.24. Provide support for studies and war games to ensure proper representation of operational realities.
 - 7.12.25. Provide subject matter expert support to legislative inquiries on organic and commercial DOD related transportation policy issues and programs.
 - 7.12.26. Within its functional capacity, evaluate congressional and DOD documents, transcripts of hearings, testimony, and budget reviews.
 - 7.12.27. Serve as the command's action office on NDTA's Military Airlift Committee, Military Sealift Committee, and Surface Transportation Committee.
 - 7.12.28. Serves as command's action office for the Transportation Advisory Board (TAB).
- 7.13. Future Capability and Technology Branch (Dept B02420562):**
- 7.13.1. Command coordinator for FCBs and JCBs.
 - 7.13.2. Coordinate command interface with the Force Application and Corporate Support and Building Partnership FCBs.
 - 7.13.3. Command lead for JROC issues.
 - 7.13.4. Manage the Advanced Concept/Joint Capabilities Technology Demonstration (AC/JCTD) Support, Science and Technology (S&T) Program Technical Support, and TCJ5/4 portion of the MITRE contracts.
 - 7.13.5. Responsible for joint capabilities (JCIDS) documentation process.
 - 7.13.6. Manage AC/JCTDs.
 - 7.13.7. Pursue transformation technologies to enhance the force projection and distribution processes.
 - 7.13.8. Execute command S&T research and development (R&D) program that solicits, identifies, and funds initiatives in the public and private sectors (DOD and national laboratories, universities, and Federally-funded R&D centers) that address documented USTRANSCOM capability gaps.

- 7.13.9. Develop and maintain the command's strategic plan/roadmap for the exploration and exploitation of applied research and technology demonstrations to enhance the transportation and distribution process (USTRANSCOM Handbook 60-2).
- 7.13.10. Formally solicit the S&T (industry, academia, and government) for research and development projects addressing validated DPO/DTS capability gaps.
- 7.13.11. Develop the annual S&T plan and ensures its proper documentation within the department's budgetary and R&D processes.
- 7.13.12. Develop and maintain the MOA with DLA for the management and execution of allocated RDT&E funds.
- 7.13.13. Develop and maintain guidance to ensure the proper management and execution of the command's RDT&E program (USTRANSCOMI 61-1).
- 7.13.14. Coordinate Command interface with OSD's Coalition Warfare Program.
- 7.13.15. Serve as the Military Critical Technology List (MCTL) lead for the Command.
- 7.13.16. Identify out-year programming requirements by coordinating the development of the command's IPL.
- 7.13.17. Coordinate and develop joint capability areas.

7.14. Intermodal Programs and Infrastructure Branch (Dept B02420563):

- 7.14.1. Manage and promote the Joint Intermodal Container Program. Sponsor and support initiatives to increase use of intermodal containers throughout DOD. Develop and monitor DOD operational container policy and procedures and joint tactics and techniques related to movement of containerized equipment, cargo, and munitions in support of DOD operations.
- 7.14.2. Monitor and assess the impact of policies and initiatives of the commercial transportation industry and transportation agencies/governing bodies as they affect DOD use of containerization. Propose practical national defense options for the use of intermodal capability based on trends in the civil sector and industrial base.
- 7.14.3. Identify, evaluate, and integrate defense transportation policies, concepts, and procedures relating to intermodal containers, 463L pallets, nets, and tie-down equipment. Represent the command as DOD's lead for Intermodal Equipment. Assist in the evaluation of new or emerging technologies associated with intermodal equipment.
- 7.14.4. Provide technical expertise in use of intermodal containers and commercial intermodal systems for deployment, sustainment, redeployment, and retrograde operations.
- 7.14.5. Administer and chair the Joint Intermodal Working Group (containers) with Joint Staff, Services, Defense Logistics Agency (DLA), Joint Munitions Command, and SDDC.
- 7.14.6. Manage and promote USTRANSCOM-sponsored Joint Container Exercise Program (JCEP) events as part of the CJCS Exercise Program.
- 7.14.7. Maintain oversight and promote use of Joint Logistics Over-the-Shore (JLOTS) capabilities. Represent the command as DOD's lead for JLOTS. Chair JLOTS Transformation Integrated Process Team (IPT) with Services.
- 7.14.8. Monitor Service initiatives, POM/R&D programs to ensure current/future JLOTS viability.
- 7.14.9. Chair annual JLOTS requirements workshop.
- 7.14.10. Represent the command on Joint Sea Basing initiatives.

- 7.14.11. Program, plan, and manage USTRANSCOM-sponsored JCS field training exercise programs (e.g., JCEP, JLOTS).
- 7.14.12. Serve as Joint Staff-designed lead agent for JLOTS and joint container doctrine and associated joint tactics, techniques, and procedures (JTTPs).
- 7.14.13. Provide technical assistance to combatant commanders for JLOTS and intermodal container operations to facilitate development of operations plans, concept plans, and exercise plans.
- 7.14.14. Assess DOD needs regarding intermodal transportation infrastructure (rail, highway, bridges, ports, etc.) and industrial base; represents DOD at appropriate forums.
- 7.14.15. Provide oversight of strategic en route infrastructure for DOD. Identifies requirements for en route bases, fuel, base support, and host nation access agreements.
- 7.14.16. Represent the command on Global Defense Posture (GDP) initiatives and issues. Review regional COCOM master basing plans and coordinates with regional COCOMs to ensure mobility equities are adequately addressed. Coordinate with regional COCOMs on identification and development of mobility Cooperative Security Locations (CSLs).
- 7.14.17. Co-chair the EUCOM, PACOM, CENTCOM, and Global En Route Infrastructure Steering Committees (EERISC, PERISC, CERISC, and GERISC respectively), and support command participation on the general/flag officer-level EERISC, PERISC, CERISC and GERISC executive committees.
- 7.14.18. Serve as the command's JPO. Determine petroleum, oil and lubricant (POL) requirements to support the command's global transportation mission; assesses the availability and adequacy of fuel infrastructure and fuel supply (including war reserves); and develop plans, policies, and procedures in coordination with OSD, Joint Staff, regional combatant commanders, and TCCs to ensure that POL requirements are supported.
- 7.14.19. Identify and advocate worldwide fuel infrastructure improvements to OSD, Joint Staff, and the Defense Energy Support Center (DESC).
- 7.14.20. Represent the command and serve as voting member at DESC Installation Planning Review Board (IPRB) meetings.
- 7.14.21. Represent the command on the National Port Readiness Network (NPRN) Working Group and support command participation on the general officer-level NPRN Steering Group.
- 7.14.22. Represent the command on the Committee for the Marine Transportation System (CMTS) integrated action teams, and support command participation on the general/flag officer-level CMTS Coordinating Board and cabinet-level CMTS Full Committee meetings.
- 7.14.23. Serve as functional point of contact with the DOT and other government agencies on domestic and international transportation infrastructure issues.
- 7.14.24. Monitor legislation affecting programs under the branch's purview.
- 7.14.25. Within its functional capacity, evaluate congressional and DOD documents, transcripts of hearings, testimony, and budget reviews.

7.15. Asset Visibility Division (Dept B02420570):

- 7.15.1. Command lead for AIT policy, initiatives, and implementation for USTRANSCOM and its components.
- 7.15.2. Serve as DOD lead functional proponent for RFID and related AIT implementation for the DOD supply chain.

7.15.3. Responsible for DOD RFID and AIT standards, security, and technical matters; and represent the Command and DOD in DOD, commercial, national, and international standards committees and forums.

7.15.4. Formulate DOD Supply Chain RFID and AIT policy.

7.15.5. Co-chair DOD AIT Synchronization IPT with Assistant Deputy Undersecretary of Defense (ADUSD) to achieve end-to-end visibility.

7.15.6. Determine way ahead for RFID and related AIT usage to improve distribution processes, asset visibility and ITV.

7.15.7. Synchronize Service, DLA, USTRANSCOM and National Partners' AIT implementation projects.

7.16. Joint Theater Distribution/Logistics Division (Dept B02420580):

7.16.1. Implement deployment and distribution capability solutions with Combatant Commanders, Services, Agencies, and others.

7.16.2. Conduct studies, tests, experiments and assessments to support concept development and implementation.

7.16.3. Develop, assess, and implement joint theater deployment and distribution concepts and capabilities.

7.16.4. Lead USTRANSCOM transformational efforts for expanding expeditionary deployment and distribution capabilities.

7.16.5. Prepare and present deployment and distribution capability briefs and professional articles.

7.16.6. Facilitate and provide oversight for USTRANSCOM JCIDS capabilities/functional analysis efforts performed by subject matter experts.

7.16.7. Use JCIDS process to advance distribution-related concepts and DPO transformation initiatives.

7.16.8. Orchestrate/manage capabilities-based analysis of distribution and/or deployment processes.

7.16.9. Support DCR Working Group requirements, develop DCR documents including complete and thorough business case analyses and implementation plans, and coordinate documents through the JROC processes and activities.

7.16.10. Coordinate JCIDS proposals at the Joint Staff and Service level as required using the Knowledge Management and Decision Support (KMDS) documentation/management system.

7.16.11. Identify joint distribution-related concepts for evaluation/experimentation, e.g. wargames, exercises, joint experimentation, etc.

7.16.12. Develop concepts leading to enhanced deployment and distribution Joint Theater Distribution (JTD) capability.

7.16.13. Lead transformational efforts for expanding expeditionary JTD organizational capabilities.

7.16.14. Conduct studies, tests, experiments and assessments to support JTD concept development and implementation.

7.16.15. Recommend JTD concepts for incorporation into existing exercises, experiments, and demonstrations.

7.16.16. Implement JTD solutions with Combatant Commanders, Services, Agencies, and others.

- 7.16.17. Prepare JTD related briefs, presentations, and professional articles.
- 7.16.18. Command representative at OSD and Joint Staff JTD joint concept development groups.
- 7.16.19. Ensure proven JTD concepts are codified in joint doctrine/publications.
- 7.16.20. Command lead for Deployable Distribution Command and Control (D2C2) concept.
- 7.16.21. Describe future theater environment and develops planning assumptions, vision, goals, and objectives for JTD.
- 7.16.22. Provide command oversight of JTD transformational initiatives.
- 7.16.23. Command lead for JTF-Port Opening (JTF-PO) Concept Development.
- 7.16.24. Command lead for Director Mobility Forces - Surface (DM4-S) Concept Development .
- 7.16.25. Responsible for Joint Deployment and Distribution Operations Center (JDDOC) Template and other guidance documents.
- 7.16.26. Coordinate and integrate JTD related efforts with Combatant Commanders, Services and National Partners and across the USTRANSCOM enterprise.
- 7.16.27. Responsible for USJFCOM's Joint Experimental Deployment and Support (JxDS) concept coordination and support.
- 7.16.28. Command lead for Joint Staff JTD Council of Colonels and GO/FO Steering Group Coordination/Support.
- 7.16.29. Utilize JCIDS process to advance JTD and other high-priority concepts.
- 7.16.30. Command lead for Joint Concept Document development and development of Joint Integrating Concept documents impacting JTD such as Joint Logistics (Distribution) (JL-D) Joint Integrating Concept (JIC) Program Management.
- 7.16.31. Provide support for implementing new systems, policy/procedures, processes, techniques, metrics/models, and other time/cost saving initiatives.
- 7.16.32. Lead and/or support implementation of theater deployment and distribution systems and programs including Advanced Technology for the 21st Century (AT21), USCENTCOM Logistics Portal development, Joint Integrated Product Requirement List (JIPRL), Intratheater Airlift Request System (ITARS), and Maritime Domain Awareness Cargo Enterprise Hub.
- 7.16.33. Test, experiment, and demonstrate deployment and distribution concepts and capabilities.
- 7.16.34. Assess and implement concepts leading to enhanced joint theater deployment and distribution capability.
- 7.16.35. Command representative at Joint Concept Development and Experimentation Enterprise conferences and meetings.
- 7.16.36. Command representative for the Joint Concept Steering Group as pertaining to the CCJO and the JOpsC family of concepts.
- 7.16.37. Lead USTRANSCOM transformational efforts for expanding expeditionary deployment and distribution capabilities.

7.16.38. Ensure proven deployment and distribution concepts are codified in joint doctrine and other publications through established processes and staffing.

7.16.39. Use JCIDS process to advance joint theater deployment and distribution and related concepts. Conduct and participate in wargames, tests, experiments, and assessments to support concept development and implementation.

7.16.40. Manage USTRANSCOM support of and participation in joint wargames and experiments, including Unified View (UV).

7.16.41. Evaluate long-term joint wargame and experiment schedules and concepts to identify events that require USTRANSCOM support or participation.

7.16.42. Lead command efforts for coalition and interagency logistics during wargames and experiments.

7.17. Office of Legislative Affairs (Dept B02420590):

7.17.1. Plan, coordinate, and execute all congressional visits, correspondence, issues and selected inquiries.

7.17.2. In concert with command subject matter experts, assist TCJA with strategies to achieve command legislative objectives.

7.17.3. Prepare annual congressional posture statement, hearing statements, and oral remarks for CDR USTRANSCOM and command principals.

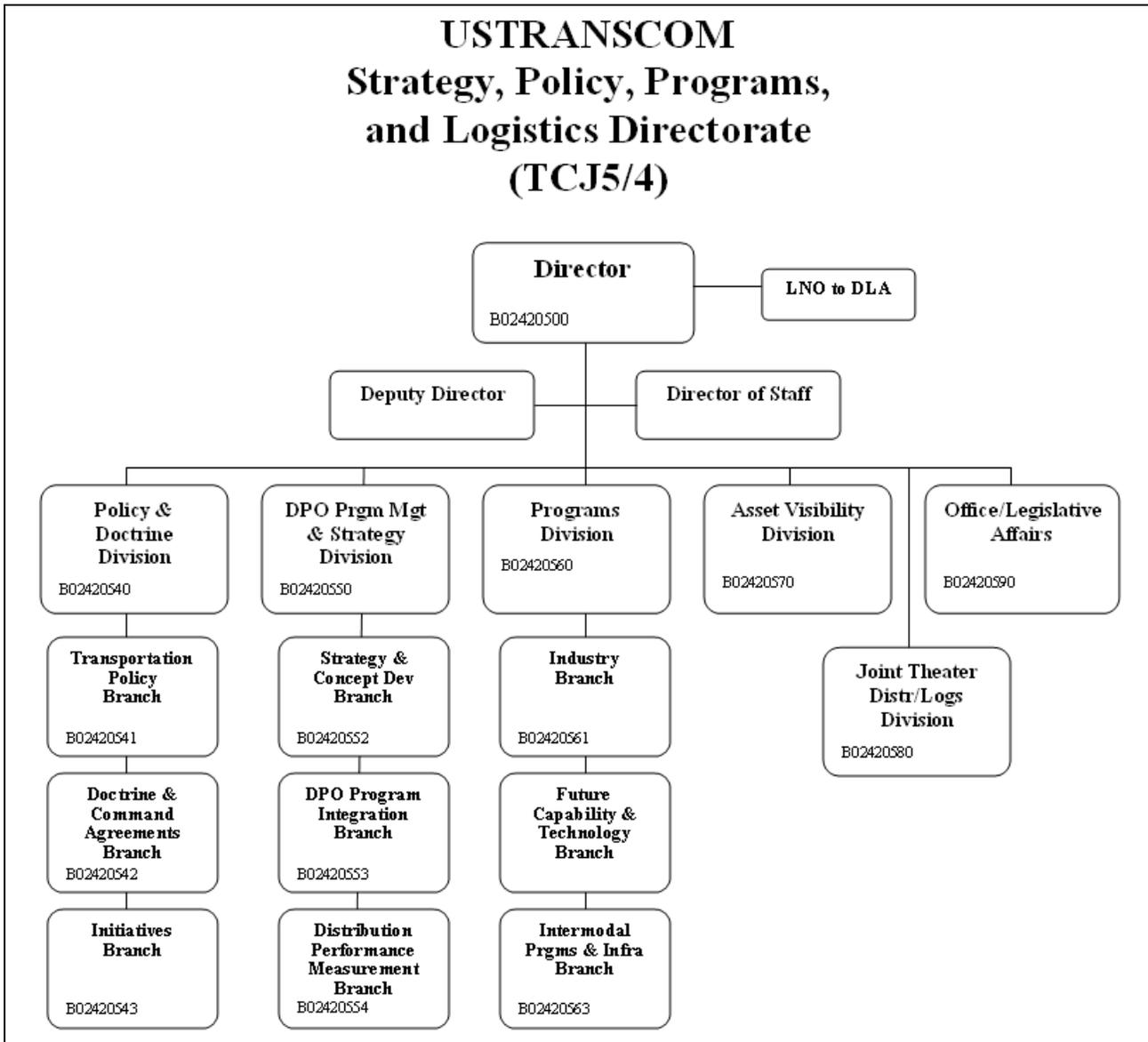
7.17.4. Responsible for the preparation of all pre-hearing study materials and skull sessions for the CDR USTRANSCOM.

7.17.5. Maintain liaison with OSD, Joint Staff, Services, Components and Congressional Staff.

7.17.6. Research congressional bills and track associated budget actions, notify staff and command section of changes.

7.17.7. In coordination with TCAQ and TCPA, notify congress of all USTRANSCOM contracts awarded above the public threshold value of \$5.5M.

Figure 7.1. USTRANSCOM Strategy, Policy, Programs, and Logistics Directorate.



Chapter 8

COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER SYSTEMS DIRECTORATE

8.1. Command, Control, Communications, and Computer Systems (C4S) and Chief Information Officer (CIO) Directorate (Dept B02420600). Plan and program for, and implement, and manage command, control, communications, and computer (C4) systems, products, and services for the Commander and USTRANSCOM staff. Develop and/or oversee long-range planning, policy, technical integration and interoperability, life-cycle support, and program management for major transportation C4 systems DOD-wide. Principle advisor to CDR USTRANSCOM and senior leadership on all Information Resource Management (IRM) and Information Technology (IT)-related issues. Chief Information Officer to USTRANSCOM. Chief architect for the Joint Distribution Architecture and DOD Distribution Portfolio Management (DPfM) for OSD, Joint Staff (JS), Services, COCOMs, DLA, other DOD Agencies, and CDR USTRANSCOM.

8.2. Deputy Director for Command, Control, Communications, and Computer Systems and CIO (Dept B02420600):

- 8.2.1. Serve as principal assistant and advisor to the Director for DOD information technology and business related matters.
- 8.2.2. Provide authoritative technical direction to the Director, Deputy Commander, Chief of Staff, and Commander on information technology contractual efforts.
- 8.2.3. Identify areas for process improvement to reduce DOD costs and improve customer service
- 8.2.4. Advise USTRANSCOM Commander, Deputy Commander, Chief of Staff, TCJ6, and all other directors, on complex information technology issues, procurement actions and related problems.
- 8.2.5. Develop command strategies on alternatives, as required, to meet operational requirements.
- 8.2.6. Analyze existing programs and initiatives from a business and technology perspective to assist leadership in decision-making
- 8.2.7. Identify and evaluate new and improved business process initiatives and assess impact on USTRANSCOM.
- 8.2.8. Support preparation of command's \$340M/year information systems budget.
- 8.2.9. Develop recommendations on program funding and information technology support contracts.
- 8.2.10. Establish organizational objectives, policies and priorities for the directorate.
- 8.2.11. Integrate and provide for continuity of effort among the Directorate's staff to meet directorate and Command goals.
- 8.2.12. Direct the operations of the TCJ6 directorate in the absence of the Director.

8.3. Deputy Director for Distribution Portfolio Management (Dept B02420600):

- 8.3.1. Lead, implement and manage DPfM for new, changing, and updated IT, functional requirements and capabilities (including Training, Project Management, Transition/Migration Plans, and IT Investment).
- 8.3.2. Co-chair Distribution Functional Working Group (DFWG), a joint-level working group.
- 8.3.3. Lead IT resource management and corporate strategy.
- 8.3.4. Serve as the USTRANSCOM expert on DODAF architecture matters.

- 8.3.5. Serve as the USTRANSCOM configuration manager for the Enterprise Architecture (EA).
- 8.3.6. Integrate EA with the DOD EA, coordinating EA changes with DOD Service components and TCCs.
- 8.3.7. Serve as the USTRANSCOM rep for the Architecture Oversight Group (AOG).
- 8.3.8. Lead Enterprise Architecture development for SPO.
- 8.3.9. Monitor Military Communications-Electronics Board (MCEB) for emerging requirements and inclusion into the Enterprise Architecture.
- 8.3.10. Oversee IT Enterprise change management development requirements.
- 8.3.11. Direct the operations of the directorate in the absence of Director and Deputy Director.

8.4. Distribution Capabilities and Support Division (Dept B02420610):

- 8.4.1. Serve as Transition Manager for ACTD global transportation integration and architecture IT activities.
- 8.4.2. Manage future capabilities lab.
- 8.4.3. Lead distributed test environment.
- 8.4.4. Manage and oversee IT contracts.
- 8.4.5. Develop and manage IT strategic planning.
- 8.4.6. Manage division budget/resources.
- 8.4.7. Lead TCJ6 transformation efforts.

8.5. Future Capabilities Branch (Dept B02420611):

- 8.5.1. Conduct technology demonstrations in support of DPO.
- 8.5.2. Lead testing of new logistics warfighting capabilities.
- 8.5.3. Serve as focal point for analyzing integration and interoperability issues.
- 8.5.4. Lead distributed test environment.
- 8.5.6. Oversee and monitor enterprise R&D efforts.
- 8.5.7. Conduct IT conformance and compatibility testing.
- 8.5.8. Conduct IT product assessment and evaluations to ensure IT integration and interoperability among distribution and deployment systems.
- 8.5.9. Perform interoperability certification testing.
- 8.5.10. Provide support to development initiatives.
- 8.5.11. Perform IT systems commodity purchasing.
- 8.5.12. Oversee requirements processing program.

8.6. Enterprise Infrastructure Support Branch (Dept B02420612):

- 8.6.1. Establish and maintain an enterprise services management oversight program synchronizing enterprise oriented information systems across USTRANSCOM and assigned military service components.
- 8.6.2. Encourage standardized application development, maintenance, and improvement methodologies.
- 8.6.3. Provide timely and efficient enterprise management strategy of overall system implementation, operations, maintenance, and enhancements.
- 8.6.4. Facilitate the reduction of program development, operations, and maintenance costs across the data system enterprise.
- 8.6.5. Enable expeditionary approaches that reduce data and process duplication.
- 8.6.6. Bridge process and system gaps across the enterprise by integrating emerging technology.

8.7. C4S Resource Management Branch (Dept B02420614):

- 8.7.1. Manage and oversee IT contracts.
- 8.7.2. Manage division budget/resources.
- 8.7.3. Manage USTRANSCOM Blackberries/Cell Phone Purchases.
- 8.7.4. Manage the Automated Communication/Computer Systems Requirements Document Process.
- 8.7.5. Chair C4S Advisory Board.
- 8.7.6. Oversee Automated Computer Support Requirement Document program.
- 8.7.7. Infrastructure (storage/computing consolidation).
- 8.7.8. USTRANSCOM Local Area Network.
 - 8.7.8.1. Classified and unclassified office automation/information/e-mail capabilities.
 - 8.7.8.2. Command-specific S/W access/integration.
- 8.7.9. Joint Personnel System (JPS).
- 8.7.10. Commander's Resource Integration System (CRIS).
- 8.7.11. Information Assurance (IA).
 - 8.7.11.1. Information Protection (IP).
 - 8.7.11.2. Service Assurance (SA).
 - 8.7.11.3. Network Management (NM).
 - 8.7.11.4. Secure Infrastructure Human Interface (SIHI).
 - 8.7.11.4.1. Public Key Infrastructure (PKI).
 - 8.7.11.4.2. Common Access Card (CAC).

8.7.11.4.3. Biometric capabilities.

8.7.12. Software Consolidation (Enterprise licenses).

8.8. Operations & Readiness Division (Dept B02420620):

8.8.1. Manage command C4S Operations and Maintenance (O&M).

8.8.2. Establish C4S O&M interoperability standards, directives, and procedures for USTRANSCOM's and TCC's.

8.8.3. Serve as the Designated Approval Authority (DAA) for the command's C4S collateral systems/networks.

8.8.4. Manage communications planning support for contingencies and exercises.

8.8.5. Provide C4S support to command Deployment and Distribution Operations Center (DDOC).

8.8.6. Plan, execute, and sustain deployed DDOCs.

8.9. Information Assurance Operations Branch (Dept B02420621):

8.9.1. Operate the Global C4 Intelligence (C4I) Coordination Center (GCCC) as the TCJ6 support. entity of USTRANSCOM DDOC. Serve as command 24-hour focal point for Information Assurance.

8.9.2. Maintain current operational status of C4IS supporting JDA.

8.9.3. Coordinate C4IS restoration actions.

8.9.4. Maintain Information Assurance Command Operation Picture (IA COP).

8.9.5. Manage the Command Information Assurance Program (Network Management, Information Protection, and Service Assurance)Serves as Command Designated Approval Authority representative.

8.9.6. Manage the command's Certification and Accreditation (C&A) program.

8.9.7. Manage the command's Information Assurance Vulnerability Assessment (IAVA) program.

8.9.8. Manage the command's COMSEC program.

8.10. Systems Operations Branch (Dept B02420623):

8.10.1. Provide operations and maintenance support for all Headquarters C4I Systems.

8.10.2. Provide operations and maintenance support for key USTRANSCOM C2 ITV systems, including GTN, TRAC2ES, GCCS, and SMS.

8.10.3. Provide operations and maintenance for unclassified and classified official messaging systems.

8.10.4. Provide voice, video, and data services on unclassified, collateral secret, and SCI networks.

8.10.5. Provide policy, architecture, network engineering, configuration management, and database administration for command C4I systems. Provide 24-hour customer support (flag officer support and help desk).

8.10.6. Operate and maintain NIPRNET and Secret Internet Protocol Router Network (SIPRNET) Network Infrastructure and Office Information Systems (OIS).

8.10.7. Perform Automated Data Processing Equipment (ADPE) Inventory Control and Personal Computer maintenance.

8.10.8. Provide Secure and Non-secure Audiovisual and Video-teleconferencing support.

8.10.9. Electronic Information Management (EIM).

8.10.10. Knowledge Management.

8.10.11. Workflow.

8.10.12. Records management.

8.10.13. Web Services .

8.10.13.1. Portals.

8.10.14. Audiovisual systems.

8.10.14.1. Command presentation systems.

8.10.14.2. Video teleconferencing systems.

8.10.15. Defense Message System (DMS).

8.10.16. Global Command and Control System (GCCS).

8.10.17. Global Combat Support System (GCSS).

8.10.18. Info Workspace (IWS).

8.10.19. Defense Collaboration Tool Suite (DCTS).

8.10.20. Next Generation Collaboration System (NGCS).

8.11. Transformation and Readiness Division (Dept B02420630):

8.11.1. Chair Operational Communicators Transformation Task Force.

8.11.2. Host Senior Communicators Transformation Task Force VTC.

8.11.3. Manage communications planning support for contingencies and exercises.

8.11.4. Provide C4S support to command Deployable Distribution Command and Control (D2C2).

8.11.5. Plan, executes and sustains deployed D2C2.

8.12. Transformation Implementation Branch (Dept B02420631):

8.12.1. Provide technical advice on the network consolidation efforts of USTRANSCOM, Military Surface Deployment and Distribution Command (SDDC) and the Air Mobility Command (AMC) in support of BRAC 2005 directives.

8.12.2. Track, manage and coordinate the implementation of Annex Hotel for Plan 142 covering USTRANSCOM's C4 services.

8.12.3. Track, manage and coordinate the implementation of Joint C4 Services Information Technology capabilities supporting USTRANSCOM Distribution Process Owner missions.

8.12.4. Facilitate the development of information technology process improvement projects for TCJ6 in support of USTRANSCOM business processes refinements.

8.13. Exercise Plans and Readiness Branch (Dept B02420632):

8.13.1. Manage communications systems requirements for D2C2.

8.13.2. Plan and engineer communications support of satellite communications and terrestrial networks for deployed operations.

8.13.3. USTRANSCOM POC for satellite communications programs and projects.

8.13.4. USTRANSCOM's advocate for satellite bandwidth requirements.

8.13.5. Manage/apportion satellite communications bandwidth.

8.13.6. Manage DOD Satellite Communications Database entries for USTRANSCOM.

8.13.7. Validate Satellite Access Requests/Gateway Access Requests in support of USTRANSCOM and component command deployed operations and training.

8.13.8. Conduct MILSTAR operations and planning.

8.13.9. Represent TCJ6 at Joint Theater Tactical Networks Configuration Control Board and DOD Teleport Operations Working Group.

8.13.10. Represent USTRANSCOM functional users of the Global Broadcast System as the Theater Information Manger.

8.13.11. Process GBS Mission Requests in support of USTRANSCOM component commands.

8.13.12. USTRANSCOM's advocate for spectrum management.

8.13.13. Manage TCJ6 inputs for Joint Forces Readiness Review (JFRR).

8.13.14. Manage TCJ6 Lessons Learned Program.

8.13.15. Manage TCJ6 Joint Mission Essential Task List (JMETL).

8.13.16. Manage TCJ6 Defense Readiness Reporting System (DRRS).

8.13.17. Manage TCJ6 Joint Training Information Management System (JTIMS) Reporting.

8.13.18. Develop and maintains Communication Systems portion of CAAs.

8.13.19. Develop and maintains USTRANSCOM Annex K for supporting OPLANs and CONPLANs.

8.13.20. Manage TCJ6 exercise schedule.

8.13.21. Develop and coordinates airborne communications requirements to achieve and maintain robust, redundant, and interoperable airborne C2 communications systems for national and DOD senior leadership.

8.13.22. Provide technical integration and planning expertise for command requirements, development, and programmatic efforts across a broad spectrum of aircraft communications activities.

8.14. Distribution Enterprise Architecture Division (Dept B02420640):

- 8.14.1. Develop, align, maintain, integrates operational systems, and technical views for the EA.
- 8.14.2. Facilitate changes in the EA as driven by duplication and gap analysis of capabilities and requirements.
- 8.14.3. Encourage EA compliance of all IT systems.
- 8.14.4. Manage EA waiver process.
- 8.14.5. Manage Corporate Resource Information Source (CRIS) database.
- 8.14.6. Perform configuration management sequencing EA development.
- 8.14.7. Lead and manage corporate data environment.
- 8.14.8. Serve as the component's data administrator for USTRANSCOM.
- 8.14.9. Integrate EA with the DOD EA, coordinating changes with Service components and TCCs.
- 8.14.10. Serve as ADUSD (AT&L) Integration Working Group representative.

8.15. Distribution Operational Architecture Branch (Dept B02420641):

- 8.15.1. Establish and maintain standard profiles for operational activities.
- 8.15.2. Conduct and facilitate workshops to collect and vet data for functional activities and processes.
- 8.15.3. Perform Configuration Management for all operational view products.
- 8.15.4. Manage external architecture alignments IAW approved architecture reference model.
- 8.15.5. Develop and maintain operational primary threads for various operational views.
- 8.15.6. Support operational assessments in concert with Portfolio Managers.
- 8.15.7. Direct front-end development, providing access to operational architecture views.
- 8.15.8. Provide support to reconciliation workshops linking process capabilities to IT system functions.

8.16. Distribution Enterprise Data Branch (Dept B02420642):

- 8.16.1. Manage Transportation Data Management Program (data models & standards, extensible Mark-up Language (XML) standards, reference tables, etc.).
- 8.16.2. Manage and implement USTRANSCOM data architecture.
- 8.16.3. Design, implement, and maintain USTRANSCOM Master Model.
- 8.16.4. Manage Data Quality Program.
- 8.16.5. Manage elimination of redundant interfaces and integration of source data.

- 8.16.6. Implement Corporate Data Environment (CDE).
 - 8.16.7. Support implementation of the Corporate Data Solution (CDS).
 - 8.16.8. Assist program managers in implementing data standards.
 - 8.16.9. Assist DISA in managing JDA reference tables.
 - 8.16.10. Implement and manages the Knowledge Management Data Integration layer of the CDE.
 - 8.16.11. Design, implement, and maintain the USTRANSCOM data repository.
 - 8.16.12. Manage and oversee transportation-related XML Namespace.
 - 8.16.13. Manage the Defense Transportation Electronic Business (DTEB) program.
 - 8.16.14. Chair the DTEB Committee (USTRANSCOM, TCCs, Services, DLA, DFAS, and GSA).
 - 8.16.15. Co-chair the Ocean, Rail, and Motor Automated Carrier Interface Task Groups.
 - 8.16.16. Serve as functional focal point to the commercial transportation industry on Electronic Data Interchange (EDI) implementation and related issues.
 - 8.16.17. Serve as the Transportation Functional Work Group Chair within the DOD and Federal EDI standards community.
 - 8.16.18. Provide Distribution Community of Interest (D-COI) policy, procedures, and toolset support.
 - 8.16.19. Establish and maintain standard profiles for IT systems.
 - 8.16.20. Reconciliation of IT system functions with process capabilities.
 - 8.16.21. Develop and manages Corporate Resource Information Source (CRIS) database.
 - 8.16.22. Develop, direct and perform technical assessment for all TWCF IT Systems.
 - 8.16.23. Support Portfolio Managers in performing technical reviews.
 - 8.16.24. Perform Configuration Management for all system and technical view products.
 - 8.16.25. Perform data calls for all IT systems.
 - 8.16.26. Prioritize and develop front-end applications to CRIS.
 - 8.16.27. Component sponsor to OSD for certification of all IT systems.
 - 8.16.28. Member to OSD's DoD IT Standards Registry Working Group.
- 8.17. CIO and Distribution Portfolio Management Division (Dept B02420650):**
- 8.17.1. Analyze, select, control and evaluate all distribution and deployment-related IT systems.
 - 8.17.2. Facilitate analysis and evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability.

8.17.3. Implement and manage Portfolio Management for new, changing, and updated TWCF and distribution IT and functional requirements and capabilities.

8.17.4. Facilitate development of business case studies.

8.17.5. Serve as focal point for Chief Information Officer (CIO) activities.

8.17.6. Serve as the technical Director for CIO.

8.17.7. Manage IT Investment Strategy and Management, CIO Program Review Process (CPRP).

8.17.8. Develop, implement, and manage IT funding strategy based on IT requirements and capabilities.

8.17.9. Manage systems migration to the Enterprise Architecture (EA) Technical View (TV).

8.17.10. Ensure CIO Statutory Compliance.

8.17.11. Develop, review, and integrate IT Systems Policy.

8.18. Distribution Portfolio Capabilities Analysis Branch (Dept B02420651):

8.18.1. Develop and manage IT strategic planning.

8.18.2. Analyze, select, control and evaluate all distribution and deployment-related IT systems.

8.18.3. Drafts charter/MOA/MOU.

8.18.4. Conceptualize/socialize/obtain approval for Distribution Portfolio Initiatives for dynamic TWCF and distribution IT and functional requirements and capabilities.

8.18.4.1. Stand up/run Capabilities-Based Assessment Teams (CBATs) as required.

8.18.4.2. Stand up/run Functional Validation Team (FVT).

8.18.4.3. Stand up/run Technical Assessment Strategy Group (TASG).

8.18.4.4. Develop business case analysis.

8.18.5. Manage systems migration to the EA Technical View (TV).

8.18.6. Ensure CIO Statutory Compliance.

8.19. CIO and Investment Management Branch (Dept B02420652):

8.19.1. Facilitate the analysis and evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability.

8.19.2. Manage IT Investment Strategy and Management, CIO Program Review Process (CPRP).

8.19.3. Develop, implement, and manage IT funding strategy based on IT requirements and capabilities.

8.19.4. Develop, review, and integrate IT systems policy.

8.20. Distribution Portfolio Capabilities Management Branch (Dept B02420653):

- 8.20.1. Oversee BCA implementation.
- 8.20.2. Develop DPfM focus-area project schedule and execution plan to monitor program(s) deliverables.
- 8.20.3. Develop implementation strategy and underlying supporting plans.
- 8.20.4. Identify/coordinate for programming and release of resources in support of DPfM-vetted focus area.
- 8.20.5. Staff acquisition packages, as required, to support DPfM initiatives.
- 8.20.6. Develop/maintain funding profiles for focus areas, and track Distribution Portfolio current account balances and expenditures.
- 8.20.7. Refine/modify BCA, as required.

8.21. Distribution Services Program Management Office (Dept B20246000):

- 8.21.1. Manage cost, schedule, and performance by project/increment for development and operations and maintenance of assigned programs.
 - 8.21.1.1. Global Transportation Network (GTN).
 - 8.21.1.2. Integrated Data Environment (IDE)/GTN Convergence (IGC).
 - 8.21.1.3. Single Mobility System (SMS).
 - 8.21.1.4. Agile Transportation for the 21st Century (AT21).
 - 8.21.1.5. Joint Mobility Control Group (JMCG).
 - 8.21.1.6. DDOC Reporting Tools.
 - 8.21.1.7. Logbook.
 - 8.21.1.8. Joint Operational Support Airlift Information Management System (JOSAIMS).
 - 8.21.1.9. Joint Airlift Logistics Information System (JALIS) Next Generation (NG).
 - 8.21.1.10. Transportation Tracking Number (TTN).
 - 8.21.1.11. Customs Process Automation (CPS).
 - 8.21.1.12. Business Decision Support System (BDSS).
 - 8.21.1.13. Modeling and Simulation.
 - 8.21.1.13.1. Analysis of Mobility Platform (AMP).
 - 8.21.1.13.2. Joint Flow and Analysis System for Transportation (JFAST).
 - 8.21.1.13.3. Aerial Port of Debarkation (APOD) Model.
- 8.21.2. Exercise program management responsibility to meet validated and funded requirements.

- 8.21.3. Provide command oversight for DOD and Joint C4I programs affecting USTRANSCOM.
- 8.21.4. Implement technical solutions IAW current C4S policies, funding constraints, acquisition strategies, maintenance concepts, and configuration management plans.
- 8.21.5. Develop and maintain program plan to manage each assigned project.
- 8.21.6. Conduct periodic program management reviews.
- 8.21.7. Manage the installation, training, maintenance, and integrated logistics support for assigned programs.
- 8.21.8. Execute the Planning, Programming and Budgeting process for assigned programs.
- 8.21.9. Capitalize on emerging technologies for USTRANSCOM IT initiatives culminating in delivering the capability of network centric management of the Joint Deployment and Distribution Architecture (JDDA) to USTRANSCOM.
- 8.21.10. Integrate technologies into USTRANSCOM IT services for enhancing the access, capabilities or security of JDA.
- 8.21.11. Plan, budget, develop, and implement USTRANSCOM global command and control and ITV programs.
- 8.21.12. Coordinate acquisition activities with appropriate acquisition oversight agencies.
- 8.21.13. Develop and maintain software and hardware IAW user requirements.
- 8.21.14. Develop and oversee the long-range planning, policy, technical integration, and interoperability of major transportation C4 systems DOD-wide.

8.22. Distribution Program Engineering Branch (Dept B20246010) :

- 8.22.1. Perform engineering activities, to include systems engineering, software engineering, database engineering, computer equipment planning and acquisition, communications engineering, facilities engineering, security engineering, and integrated logistics support.
- 8.22.2. Coordinate technical support activities with internal and external government entities and commercial partners.
- 8.22.3. Provide engineering support, including communications and security engineering, and reliability/maintainability/availability analyses.
- 8.22.4. Develop and maintain technical documentation supporting DoD 500.2 program lifecycle acquisition activities.
- 8.22.5. Review and approve all program technical requirements, specifications, architecture, design, development, and implementation documents.
- 8.22.6. Evaluate Engineering Change Proposals (ECP's) for accuracy, completeness, and fair/reasonable costs.
- 8.22.7. Oversee configuration management of system software, hardware, and documentation, including configuration identification and control of functional, allocated, and product baselines.
- 8.22.8. Provide configuration management for program artifacts.
- 8.22.9. Provide secretariat to Configuration Control Board (CCB) and chair working group meetings.

- 8.22.10. Serve as Award Fee Review Board voting member, and support program manager in evaluation of technical award fee factors.
 - 8.22.11. Assess and provide information to support program risk planning (identification, avoidance and mitigation).
 - 8.22.12. Lead Test and Evaluation (T&E) activities within the PMO.
 - 8.22.13. Maintain continuous insight into the contractors' developmental test efforts.
 - 8.22.14. Develop T&E objectives and issues based on requirements.
 - 8.22.15. Apply appropriate tools and techniques for conducting developmental and operational T&E in support of system development.
 - 8.22.16. Employ modeling and simulation techniques.
 - 8.22.17. Lead the Combined Test Force including representatives of Service/Agency Developmental Test Organization, Service/Agency, system users and the prime development contractors.
 - 8.22.18. Chair the Test and Evaluation Integrated Process Team.
 - 8.22.19. Develop and maintain Test and Evaluation Master Plan.
 - 8.22.20. Facilitate identification of testable requirements with the user representatives.
 - 8.22.21. Manage the T&E process, to include test schedule, resource and budget planning.
 - 8.22.22. Provide government interface to the developing contractor regarding T&E issues.
 - 8.22.23. Assess system maturity, technical performance specifications, operational effectiveness, suitability and survivability for intended use within the GCSS family of systems.
- 8.23. Distribution Program Support Branch (Dept B20246020):**
- 8.23.1. Formulate, coordinate, and implement acquisition strategy.
 - 8.23.2. Ensure program compliance with all regulatory and statutory requirements.
 - 8.23.3. Report program status concerning cost, schedule, and performance to oversight communities and USTRANSCOM command structure.
 - 8.23.4. Ensure integration of all projects/increments into a seamless system.
 - 8.23.5. Assimilate, organize, and communicate award fee feedback to prime contractors.
 - 8.23.6. Brief Award Fee Review Boards and makes recommendation to Award Fee Determining Official.
 - 8.23.7. Coordinate with all stakeholders to ensure programs meet operational needs within budget and schedule constraints.
 - 8.23.8. Develop, coordinate, and maintain an integrated program contract and financial management system.
 - 8.23.9. Manage all program control aspects, including acquisition strategy programmatic problems.

8.23.10. Develop and prepare acquisition documentation, as required, to meet acquisition milestones, reviews, and overall program and documentation schedules.

8.23.11. Write and coordinate task orders to ensure development and associated requirements are accurately documented to the contractor.

8.23.12. Monitor contractor performance, to include performing quality assurance evaluator functions, oversight of program cost and schedule performance, master schedule coordination and maintenance, and analysis of contract funds status.

8.23.13. Develop, review, update, coordinate, and execute an integrated budget into a financial management program, to include program management analysis, cost estimation, resource analysis, expense and obligation accounting, support agreements, and audit reports.

8.23.14. Defense Enterprise Accounting and Management System (DEAMS) support.

8.23.15. Provide functional support for GTN and IDE/GTN Convergence (IGC).

8.23.16. Serve as Secretariat for JS-J4 Combined Functional Requirements Board for GCSS-J, AV, GTN, and IGC.

8.23.17. Through a partnership with the UTRANSCOM Surgeon's office, serve as Functional Manager for TRANSCOM Regulating and Command and Control Evacuation System (TRAC2ES)

8.24. Defense Personal Property System (DPS) Joint Program Management Office (Dept B20246030):

8.24.1. Manage the DPS acquisition planning, system develop, and integration activities for USTRANSCOM and the military services transportation component commands.

8.24.2. Serve as the DPS Business Practice Manager for acquisition policy and procedures, budgeting, operational requirements, system maintenance contract initiatives, and development/integration activities.

8.24.3. Serve as the contracting program manager for the DPS system.

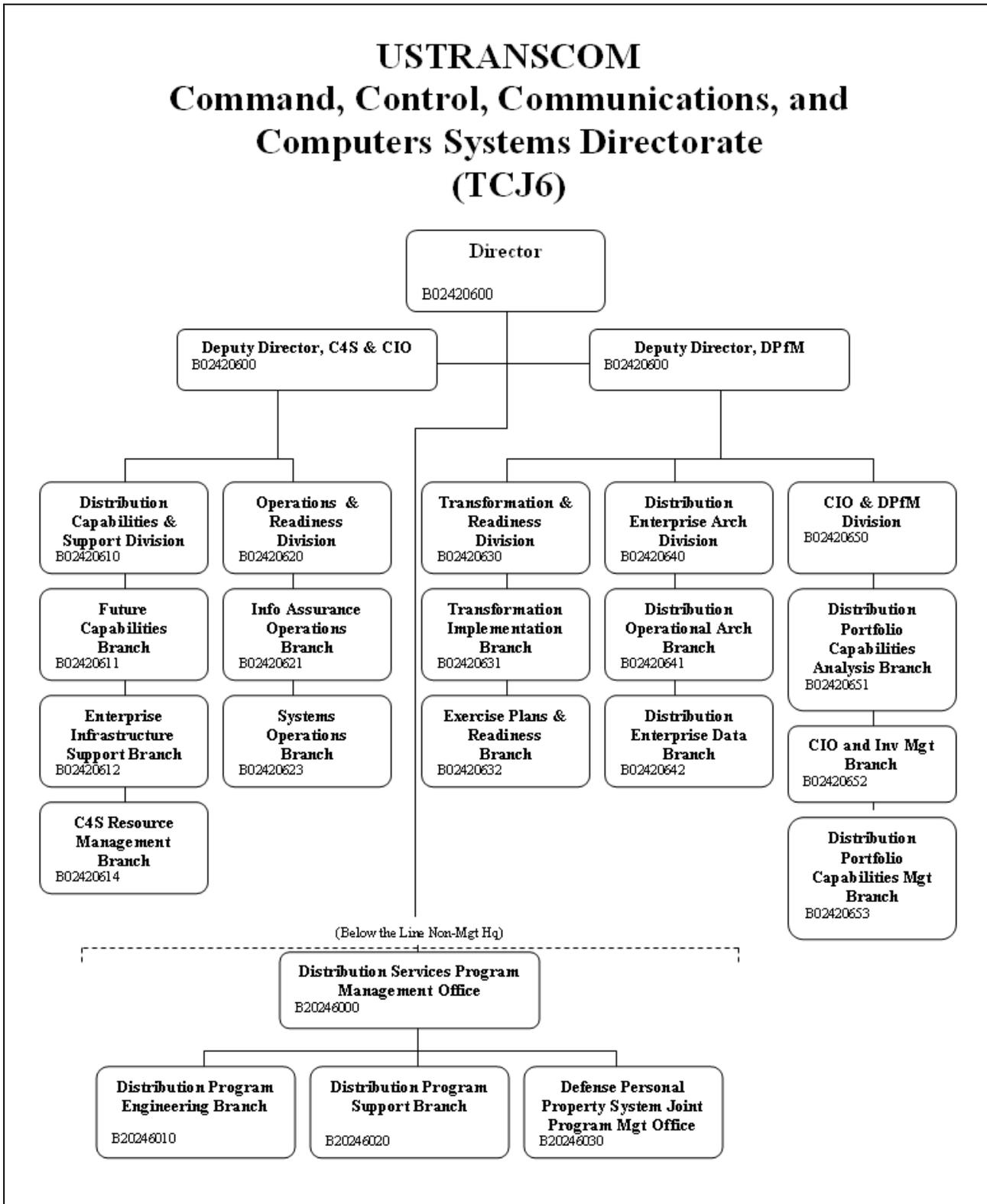
8.24.4. Provide functional guidance on DPS system design, integration, development, testing, deployment, and sustainment initiatives.

8.24.5. Provide functional assistance in the development of overall DPS program plans, architecture criteria, and system priorities.

8.24.6. Coordinate DPS system initiatives with DOD Personal Property Program partners and commercial shipping/transportation industry service providers.

8.24.7. Conduct research and analysis to determine the feasibility of implementing new information technology initiatives in the DPS system.

Figure 8.1. USTRANSCOM Command, Control, Communications, and Computers Systems Directorate.



Chapter 11

ACQUISITION DIRECTORATE

11.1. Acquisition Directorate (Dept B02421200) :

11.1.1. Command Acquisition Advisor to the USTRANSCOM staff.

11.1.2. Command focal point for acquisition and procurement issues.

11.1.2.1. Procure Common User Transportation Services for the Department of Defense.

11.1.2.2. Provide expertise on acquisition policies, procedures, and strategies to the staff and components which impact the DTS.

11.1.2.3. Identify and implement acquisition strategies to satisfy customer requirements.

11.1.3. Serve as a focal point on DTS issues requiring OSD and Service acquisition involvement; works with DOD organizations, Federal agencies, and the commercial transportation industry in regard to acquisition issues.

11.1.4. Analyze and proposes acquisition legislative and regulatory changes for the effective and efficient operation of the DTS; reviews and approves USTRANSCOM acquisition regulations pertaining to the DTS; and responsible for maintaining and ensuring compliance with command acquisition regulations.

11.1.5. Chair the Defense Acquisition Regulation Council Transportation Committee.

11.1.6. Serve as Secretariat for the USTRANSCOM Acquisition Oversight Council (AOC).

11.1.7. Responsible for providing program management of the development of acquisition strategies through the use of teams comprised of USTRANSCOM and TCC functional experts.

11.1.7.1. Approve the DTS acquisition strategies, and changes thereto, which will be executed by USTRANSCOM and/or TCC contracting officers.

11.1.7.2. Participate as a member on Source Selection Panels for the award of transportation acquisitions in support of the DTS.

11.1.7.3. Integral part of the intermodal teams, analyzing transportation requirements to determine the optimal business approach for the customer.

11.1.7.4. Oversee the approval process for command acquisitions (USTRANSCOM Instruction 63-2).

11.1.7.5. Chair Acquisition Strategy Review Panels for all major internal programs/requirements.

11.1.7.6. Provide acquisition assistance for all the command's internal acquisition of supplies and services to include;

11.1.7.6.1. Acquisition strategy development

11.1.7.6.2. Performance work statement (PWS) development

11.1.7.6.3. Independent government cost estimate (IGCE) development,

11.1.7.6.4. Determining appropriate contracting methods.

11.1.8. Review all USTRANSCOM Integrated Capability Assessments (ICA), Capabilities Development Documents (CDD), acquisition plans, PWS's, and requests for contracting support prior to forwarding documents outside the command.

11.1.9. Serve as an external liaison with components and other contracting agencies on procurement issues, such as Economy Act certifications and contract problem resolution.

11.2. Program Management Branch (Dept B02421210):

11.2.1. Acquisition program management advisor to the USTRANSCOM staff.

11.2.2. Command focal point for acquisition program management issues.

11.2.2.1. Provide expertise on acquisition program management policies, procedures, and strategies to the staff and components.

11.2.2.2. Implement acquisition program management strategies to satisfy customer requirements

11.2.3. The single point of accountability for accomplishing program objectives for total life-cycle systems management, including sustainment.

11.2.4. Formulate program goals and develop program strategies.

11.2.4.1. Collaborate with the Milestone Decision Authority (MDA) and functional community to develop the acquisition strategy.

11.2.5. Develop a product support strategy for life-cycle sustainment and continuous improvement of product affordability, reliability, and supportability.

11.2.6. Work with the user to identify trade-offs between program cost, schedule, and performance.

11.2.7. Conduct business case analyses to justify acceptance of the potential economic impact on life-cycle cost and risk of technology maturation.

11.2.8. For major acquisition programs, documents program goals via the Acquisition Program Baseline (APB).

11.2.9. Integrate manpower, personnel, training, human factors, safety and occupational health, personnel survivability, and habitability considerations into the acquisition process.

11.2.10. Design and develop systems that effectively and affordably integrate with human capabilities and limitations.

11.2.11. Design an integrated system resulting in a balanced capability solution.

11.2.12. Develop a robust, integrated test and evaluation strategy that assesses operational effectiveness and suitability and supports program decisions.

11.2.13. Establish a risk management process.

11.2.14. Protect system data.

11.2.15. Build program team with the requisite skills to achieve program success.

11.2.16. Establish Integrated Product Teams (IPTs).

11.2.17. Lead or appoint leaders for working level IPTs (WIPTs).

11.2.18. Report system progress to the MDA.

11.2.19. Resolve or elevates issues in a timely manner.

11.2.20. Propose specific, critical program events.

11.2.21. Propose tailored documentation and milestone requirements.

11.2.22. Obtain principals' concurrences on issues, documents, or portions of documents.

11.2.23. Develop and proposes exit criteria for the next phase of the program.

11.2.24. Comply with all applicable public laws, regulations, and reporting requirements.

11.3. USTRANSCOM Contracting Office (Dept B20221200). Provides contracting expertise and advice in support of the DPO and the Defense Transportation Coordination Initiative (DTCI); and all transportation and transportation-related services.

11.4. Specialized Services Division (Dept B20221220):

11.4.1. The center of excellence for Specialized Transportation Services contracting support.

11.4.2. Command focal point for Specialized Transportation Services contracting issues.

11.4.2.1. Provide expert contracting advice to the Commander, staff, and components which impacts Specialized Transportation Services Programs.

11.4.2.2. Review command-developed acquisition packages for all Specialized Transportation Services acquisitions.

11.4.3. Subject matter expert for all internal and external acquisitions of Specialized Transportation Services.

11.4.4. Approve all necessary documents to include:

11.4.4.1. Acquisition strategy development and plans.

11.4.4.2. Acquisition packets.

11.4.4.3. Performance Work Statements (PWS).

11.4.4.4. Independent government cost estimate development.

11.4.4.5. Determine appropriate contracting methods.

11.4.4.6. Request for contracting support.

11.4.5. Provide contracting expertise in support of intermodal teams, analyzing transportation requirements to determine which business approach will provide the most benefit to the customer.

11.4.6. Serve as the acquisition lead for acquisition planning, solicitation development, source selection, contract execution, and post-award contract management of Specialized Transportation Services contracts for USTRANSCOM.

11.4.7. Provide business advisory support to the Commander, staff, and components regarding all aspects of Specialized Transportation Services' planning and execution and other programs and projects assigned. Provides

expert acquisition advice in identifying optimal acquisition strategies meeting program or project objectives while mitigating cost and risk to the command.

11.4.8. Participate in accomplishing market research, develops acquisition strategy, conducts acquisition strategy panels, writes acquisition plans and source selection plans, assists in the development of performance-based work statements and independent government cost estimates, develops and issues solicitations, receives and evaluates proposals, documents proposal analysis reports, documents source selection decision memoranda, conducts pre- and post-award debriefings to unsuccessful offerors, addresses protests, and executes contracts. Executes contracts in full accordance with law, statutes, applicable regulations, and guiding acquisition policy and procedures.

11.4.9. Accountable for maintaining procurement integrity for all programs and projects assigned. Coordinates with TCJA in addressing issues related to such matters.

11.4.10. Obtain the appropriate review and approval at the appropriate thresholds for acquisition plans, source selection plans, solicitation packages, competitive range determinations, clearance packages, source selection documentation, proposed contracts, and other contract related documents as required. (USTRANSCOM Instruction 63-2).

11.4.11. Conduct external liaison with components and other contracting agencies on contract issues.

11.4.12. Advise USTRANSCOM staff on bid protests, contract disputes, settlement proposals, and coordinates with USTRANSCOM Staff Judge Advocate while representing the command in diverse forums to resolve disputes.

11.5. Transportation Support Branch (Dept B20221221):

11.5.1. Participate in the full array of pre-award contracting requirements in support of Transportation Support Contracting, including, but not limited to:

11.5.1.1. Accomplishing market research.

11.5.1.2. Developing acquisition plans and conducting acquisition strategy panels.

11.5.1.3. Drafting source selection plans and evaluation criteria.

11.5.1.4. Assisting with the development of PWS documents, including quality assurance surveillance plans.

11.5.1.5. Facilitating with the development of IGCEs and ensuring funds are made available.

11.5.1.6. Drafting and issuing requests for proposals/quotes.

11.5.1.7. Receiving and evaluating proposals/quotes from industry.

11.5.1.8. Documenting proposal/quote evaluation results through best value documents.

11.5.1.9. Conducting pre- and post award debriefings.

11.5.1.10. Awarding contracts to include managing post award protests.

11.5.2. Participates in full array of post-award contracting requirements, including, but not limited to:

11.5.2.1. Administering contracts in accordance with law, statutes, applicable regulations, and guiding acquisition policy and procedures.

11.5.2.2. Negotiating contract changes due to mission changes and/or contractor change requests.

11.5.2.3. Assisting the Contracting Officer Representative with the oversight of contractor performance to ensure goods/services are delivered in accordance with the terms and conditions of the contract.

11.5.2.4. Terminating contracts either for the Government's convenience or as a result of contractor default.

11.5.2.5. Responding to Freedom of Information requests and Congressional Inquiries.

11.5.2.6. Accountable for maintaining procurement integrity for all programs and projects assigned. Coordinates with TCJA in addressing issues related to such matters.

11.5.2.7. Obtains the appropriate review and approval for all contracting actions. (USTRANSCOM Instruction 63-2, *USTRANSCOM Acquisition Program*).

11.5.2.8. Advises USTRANSCOM staff on bid protests, contract disputes, and settlement proposals; and coordinates with USTRANSCOM Staff Judge Advocate while representing the command in diverse forums to resolve disputes.

11.6. Academic Services Branch (Dept B20221222):

11.6.1. Participate in the full array of pre-award contracting requirements in support of Grants, Educational Services, and R&D Contracting , including, but not limited to:

11.6.1.1. Accomplishing market research.

11.6.1.2. Developing acquisition plans and conducting acquisition strategy panels.

11.6.1.3. Drafting source selection plans and evaluation criteria.

11.6.1.4. Assisting with the development of PWS documents, including quality assurance surveillance plans.

11.6.1.5. Facilitating with the development of IGCEs and ensuring funds are made available.

11.6.1.6. Drafting and issuing requests for proposals/quotes.

11.6.1.7. Receiving and evaluating proposals/quotes from industry.

11.6.1.8. Documenting proposal/quote evaluation results through best value documents.

11.6.1.9. Conducting pre- and post-award debriefings.

11.6.1.10. Awarding contracts, to include managing post-award protests.

11.6.2. Participates in full array of post-award contracting requirements, including, but not limited to:

11.6.2.1. Administering contracts IAW law, statutes, applicable regulations, and guiding acquisition policy and procedures.

11.6.2.2. Negotiating contract changes due to mission changes and/or contractor change requests.

11.6.2.3. Assisting the Contracting Officer Representative with the oversight of contractor performance to ensure goods/services are delivered IAW the terms and conditions of the contract.

11.6.2.4. Terminating contracts either for the Government's convenience or as a result of contractor default.

11.6.2.5. Responding to Freedom of Information requests and Congressional Inquiries.

11.6.3. Accountable for maintaining procurement integrity for all programs and projects assigned. Coordinates with TCJA in addressing issues related to such matters.

11.6.4. Obtain the appropriate review and approval for all contracting actions. (USTRANSCOM Instruction 63-2).

11.6.5. Advise USTRANSCOM staff on bid protests, contract disputes, and settlement proposals, and coordinates with TCJA while representing the command in diverse forums to resolve disputes.

11.7. Acquisition Policy and Operations Division (Dept B20221230):

11.7.1. Advise Director of Acquisition on matters of USTRANSCOM contracting and acquisition policy.

11.7.2. Focal point for the development and implementation of acquisition policy, procedures, and reviews.

11.7.3. Responsible to ensure Command Acquisition personnel receive necessary training on new contractual terms and conditions.

11.7.4. Responsible to assess and provide strategic direction for vital USTRANSCOM programs for the resolution of mission critical problems, policies, and procedures.

11.7.5. Provide Contracting Divisions with acquisition assistance in the following areas:

11.7.5.1. Market research

11.7.5.2. Acquisition Planning

11.7.5.3. Acquisition

11.7.5.4. Contract Performance

11.7.6. Provide guidance on the management and interpretation of contract law in order to provide the most efficient contracting strategies.

11.7.7. Provide technical contracting advice to contract specialists.

11.7.8. Represent USTRANSCOM on various working groups, task forces, and committees responsible for procurement issues.

11.7.9. Support USTRANSCOM small business goals and complies with all applicable laws and published guidance.

11.7.9.1. Ensure compliance with Small and Disadvantaged Business Participation Programs and the competition in contracting requirements.

11.7.9.2. Ensure Command Acquisition personnel receive necessary training to support USTRANSCOM small business program.

11.7.10. Provides advice and assistance to Commander, USTRANSCOM, on component acquisition policies and procedures.

11.7.11. Facilitates the exchange of acquisition information among acquisition offices at the components.

11.7.12. Represents USTRANSCOM as a member of the component acquisition teams, sits on requirement definition teams and acquisition strategy panels and participates, as required, as a member of source selection teams, working groups, and integrated process teams (IPTs).

11.7.13. Interacts with component acquisition staff, other unified major acquisition organizations, and OSD Acquisition Technology and Logistics (AT&L).

11.7.14. Together with component acquisition offices, provides advice to component commanders and their staffs on acquisition matters affecting the command.
Command focal point for Civil Reserve Air Fleet (CRAF) acquisition policy oversight.

11.7.15. Assist Commander, USTRANSCOM in establishing the strategic vision for commercial common-user airlift transportation services.

11.7.16. Communicate to component acquisition offices, in acquisition terms, the Commander's strategic vision for commercial common-user transportation.

11.7.17. Responsible for monitoring and analyzing trends in the commercial transportation industry based upon the results of components' acquisitions.

11.7.18. Monitor legislation affecting components' acquisitions.

11.7.19. Provide resident expertise on acquisition issues as they relate to the components.

11.8. Policy and Review Branch (Dept B20221231):

11.8.1. Manage the Command Acquisition Operating Instructions.

11.8.2. Provide technical contracting policy development.

11.8.3. Review request for deviations to the Federal Acquisition Regulation (FAR) and all related supplements thereto.

11.8.4. Provide Command Acquisition formal contract review.

11.8.5. Review component acquisition plans, source selection plans, solicitations, and other acquisition matters affecting USTRANSCOM's strategic vision, goals, and objectives.

11.9. Operations Branch (Dept B20221232):

11.9.1. Maintain Command Acquisition equipment inventory.

11.9.2. Provide Commercial Operations Integrated System (COINS) functional support and liaison with COINS program management office.

11.9.3. Implement information systems management.

11.9.4. Responsible for the Standard Procurement System (SPS), the DOD mandated contracting system.

11.9.5. Acts as contracting electronic commerce coordinator for DOD mandated programs.

11.10. Pricing Branch (Dept B20221233):

11.10.1. Provide pricing support for the negotiation, administration and settlement of transportation contracts.

11.10.2. Maintain historical records of pricing issues.

11.11. DPO Support Division (Dept B20221240):

11.11.1. As center of excellence for DPO (Distribution Process Owner) contracting support, serves as Command focal point for DPO contract support and IT contracting issues.

11.11.1.1. Reviews command-developed acquisition packages for all DPO acquisitions.

11.11.1.2. Subject matter expert for all internal and external acquisitions of DPO services.

11.11.1.3. Approves all necessary documents to include:

11.11.1.3.1. Acquisition strategy development and plans.

11.11.1.3.2. Acquisition packages.

11.11.1.3.3. Performance Work Statements (PWS).

11.11.1.3.4. IGCE development.

11.11.1.3.5. Determining appropriate contracting methods.

11.11.1.3.6. Reviewing requests for contracting support.

11.11.2. Participate in the full array of pre-award/post-award contracting requirements in support of services, including, but not limited to:

11.11.2.1. Accomplishing market research.

11.11.2.2. Developing acquisition plans and conducting acquisition strategy panels.

11.11.2.3. Drafting source selection plans and evaluation criteria.

11.11.2.4. Assisting with the development of PWS documents, including quality assurance surveillance plans.

11.11.2.5. Facilitating the development of IGCEs and ensuring funds are made available.

11.11.2.6. Drafting and issuing requests for proposals/quotes.

11.11.2.7. Receiving and evaluating proposals/quotes from industry.

11.11.2.8. Documenting proposal/quote evaluation results through best value documents.

11.11.2.9. Conducting pre- and post-award debriefings.

11.11.2.10. Awarding contracts, to include managing post-award protests.

11.11.2.11. Administering contracts IAW law, statutes, applicable regulations, and guiding acquisition policy and procedures.

11.11.2.12. Negotiating contract changes due to mission changes and/or contractor change requests.

11.11.2.13. Assisting the Contracting Officer Representative with the oversight of contractor performance to ensure goods/services are delivered IAW the terms and conditions of the contract.

11.11.2.14. Terminating contracts either for the Government's convenience or as a result of contractor default.

11.11.2.15. Responding to Freedom of Information requests and Congressional Inquiries.

11.11.3. Accountable for maintaining procurement integrity for all programs and projects assigned. Coordinates with TCJA in addressing issues related to such matters.

11.11.4. Obtain the appropriate review and approval for all contracting actions. (USTRANSCOM Instruction 63-2).

11.11.5. Advise USTRANSCOM staff on bid protests, contract disputes, settlement proposals, and coordinates with TCJA while representing the command in diverse forums to resolve disputes.

11.11.6. Provide business advisory support to the Commander, staff, and components regarding all aspects of DPO and IT contract planning and execution.

11.11.7. Provide expert acquisition advice in identifying optimal acquisition strategies meeting program or project objectives while mitigating cost and risk to the command.

11.12. Services Support Branch (Dept B20221241). Participate in the full array of pre-award contracting requirements in support of IT contracting, including, but not limited to, Advisory and Assistance Services and other DPO related support services.

11.13. Information Technology Support Branch (Dept B20221242). Participate in the full array of pre-award contracting requirements in support of IT contracting including, but not limited to, software development and other software related support services.

11.14. National Transportation Division (Dept B20221250) :

11.14.1. As the center of excellence for assigned Regional and Domestic Transportation Services contracting support, serves as Command focal point for Regional/Domestic Transportation Services and contracting issues.

11.14.1.1. Provide expert contracting advice to the Commander, staff, and components which impact Regional and Domestic Transportation Services Programs.

11.14.1.2. Review command-developed acquisition packages for all Regional and Domestic Transportation Services acquisitions.

11.14.2. Subject matter expert for all internal and external acquisitions of Regional and Domestic Transportation Services.

11.14.2.1. Approve all necessary documents, to include:

11.14.2.1.1. Acquisition strategy development and plans.

11.14.2.1.2. Market research reports.

11.14.2.1.3. Commerciality determinations and other determinations and findings.

11.14.2.1.4. Acquisition packages.

11.14.2.1.5. Performance Work Statements (PWS).

11.14.2.1.6. Independent government cost estimate development.

11.14.2.1.7. Award fee, award term, incentive plans.

11.14.2.1.8. Determines appropriate contracting methods.

11.14.2.1.9. Source Selection Plans.

11.14.2.1.10. Requests for contracting support.

11.14.3. Provide contracting expertise in support of intermodal teams, analyzing transportation requirements to determine which business approach will best meet customer requirements.

11.14.4. Serve as USTRANSCOM's focal point to internal and external customers and industry representatives on all Regional and Domestic Transportation Services Acquisitions and assigned programs and projects related to acquisition related matters.

11.14.5. Provide business advisory support to the Commander, staff, and components regarding all aspects of Regional and Domestic Transportation Services planning/execution and other programs/projects assigned. Provides expert acquisition advice in identifying optimal acquisition strategies meeting program/project objectives while mitigating cost/risk to the command.

11.14.6. Accountable for maintaining procurement integrity for all programs and projects assigned. Coordinates with TCJA in addressing issues related to such matters.

11.14.7. Obtain the appropriate review and approval at the appropriate thresholds for acquisition plans, source selection plans, solicitation packages, competitive range determinations, clearance packages, source selection documentation, proposed contracts, and other contract related documents as required. (USTRANSCOM Instruction 63-2).

11.15. Regional and Domestic Branch (Dept B20221251):

11.15.1. Participate in the full array of pre-award contracting requirements in support of Domestic and Regional Transportation Contracting , including, but not limited to:

11.15.1.1. Accomplishing market research.

11.15.1.2. Developing acquisition plans and conducting acquisition strategy panels.

11.15.1.3. Drafting source selection plans and evaluation criteria.

11.15.1.4. Assisting with the development of PWS documents, including quality assurance surveillance plans.

11.15.1.5. Facilitating the development of IGCEs and ensuring funds are made available.

11.15.1.6. Drafting and issuing requests for proposals/quotes.

11.15.1.7. Receiving and evaluating proposals/quotes from industry.

11.15.1.8. Documenting proposal/quote evaluation results through best value documents.

11.15.1.9. Conducting pre- and post award debriefings.

11.15.1.10. Awarding contracts to include managing post-award protests.

11.15.2. Participates in full array of post-award contracting requirements, including, but not limited to:

11.15.2.1. Administering contracts IAW law, statutes, applicable regulations, and guiding acquisition policy and procedures.

11.15.2.2. Negotiating contract changes due to mission changes and/or contractor change requests.

11.15.2.3. Assisting the Contracting Officer Representative with the oversight of contractor performance to ensure goods/services are delivered in accordance with the terms and conditions of the contract.

11.15.2.4. Terminating contracts either for the Government's convenience or as a result of contractor default; and

11.15.2.5. Responding to Freedom of Information requests and Congressional Inquiries.

11.15.3. Accountable for maintaining procurement integrity for all programs and projects assigned. Coordinates with TCJA in addressing issues related to such matters.

11.15.4. Obtain the appropriate review and approval for all contracting actions. (USTRANSCOM Instruction 63-2).

11.15.5. Advise USTRANSCOM staff on bid protests, contract disputes, settlement proposals, and coordinates with TCJA while representing the command in diverse forums to resolve disputes.

11.16. Integrated Programs Branch (Dept B20221252):

11.16.1. Participate in the full array of pre-award contracting requirements in support of the Defense Transportation Coordination Initiative (DTCI) and the Tailored Transportation Contracts (TTC II) including, but not limited to:

11.16.1.1. Accomplishing market research.

11.16.1.2. Developing acquisition plans and conducting acquisition strategy panels.

11.16.1.3. Drafting source selection plans and evaluation criteria.

11.16.1.4. Assisting with the development of PWS documents, including quality assurance surveillance plans.

11.16.1.5. Reviewing Business Case Analysis and Bundling Analysis reports.

11.16.1.6. Facilitating the development of IGCEs and ensuring funds are made available.

11.16.1.7. Drafting and issuing requests for proposals/quotes.

11.16.1.8. Receiving and evaluating proposals/quotes from industry.

11.16.1.9. Documenting proposal/quote evaluation results through best value documents.

11.16.1.10. Conducting pre- and post-award debriefings.

11.16.1.11. Awarding contracts to include resolving post award protests.

11.16.2. Participates in full array of post-award contracting requirements, including, but not limited to:

11.16.2.1. Administering contracts IAW law, statutes, applicable regulations, and guiding acquisition policy and procedures.

11.16.2.2. Negotiating changes to contracts as a result of mission changes and/or contractor change requests.

11.16.2.3. Assisting the Contracting Officer Representative with the oversight of contractor performance to ensure goods/services are delivered in accordance with the terms and conditions of the contract.

11.16.2.4. Terminating contracts either for the Government's convenience or as a result of contractor default.

11.16.2.5. Responding to Freedom of Information requests and Congressional Inquiries.

11.16.3. Accountable for maintaining procurement integrity for all programs and projects assigned. Coordinates with TCJA in addressing issues related to such matters.

11.16.4. Obtain the appropriate review and approval for all contracting actions. (USTRANSCOM Instruction 63-2).

11.16.5. Advises USTRANSCOM staff on solicitation, pre-award and post-award protests, contract disputes, settlement proposals, and coordinates with TCJA while representing the command in diverse forums to resolve disputes.

11.17. International Services Division (Dept B20221260) :

11.17.1. As the center of excellence for International Transportation Services contracting support, serves as Command focal point and subject matter expert for International Transportation Services contracting issues.

11.17.2. Approve all necessary documents to include:

11.17.2.1. Acquisition strategy development and plans.

11.17.2.2. Acquisition packages.

11.17.2.3. Performance work statements (PWS).

11.17.2.4. IGCE development.

11.17.2.5. Determining appropriate contracting methods.

11.17.2.6. Reviewing requests for contracting support.

11.17.3. Provide contracting expertise in support of intermodal teams, analyzing transportation requirements to determine which business approach will provide the most benefit to the customer.

11.17.4. Serve as USTRANSCOM's focal point to internal and external customers and industry representatives on all International Transportation Services Acquisitions and assigned programs and projects related to acquisition related matters.

11.17.5. Provide business advisory support to the Commander, staff, and components regarding all aspects of International Transportation Services planning and execution and other programs and projects assigned. Provides expert acquisition advice in identifying optimal acquisition strategies meeting program or project objectives while mitigating cost and risk to the command.

11.17.6. Coordinate with USTRANSCOM and MARAD staffs concerning acquisition issues with Maritime Security Program and Cargo Preference Rules.

11.17.7. Participate in government-industry working groups to improve major transportation contracts of component commands.

11.17.8. Command focal point for Voluntary Intermodal Sealift Agreement (VISA) acquisition policy oversight.

11.17.9. Participate in and provides acquisition advice to VISA Executive Working Group (EWG) and the VISA Joint Planning Advisory Group (JPAG).

11.18. Sealift Branch (Dept B20221261):

11.18.1. Participate in the full array of pre-award contracting requirements in support of International Sealift Contracting, including, but not limited to:

- 11.18.1.1. Accomplishing market research.
- 11.18.1.2. Developing acquisition plans and conducting acquisition strategy panels.
- 11.18.1.3. Drafting source selection plans and evaluation criteria.
- 11.18.1.4. Assisting with the development of PWS documents, including quality assurance surveillance plans.
- 11.18.1.5. Facilitating the development of IGCEs and ensuring funds are made available.
- 11.18.1.6. Drafting and issuing requests for proposals/quotes.
- 11.18.1.7. Receiving and evaluating proposals/quotes from industry.
- 11.18.1.8. Documenting proposal/quote evaluation results through best value documents.
- 11.18.1.9. Conducting pre- and post-award debriefings.
- 11.18.1.10. Awarding contracts, to include managing post-award protests.

11.18.2. Participate in full array of post-award contracting requirements, including, but not limited to:

- 11.18.2.1. Administering contracts IAW law, statutes, applicable regulations, and guiding acquisition policy and procedures.
 - 11.18.2.2. Negotiating contract changes due to mission changes and/or contractor change requests.
 - 11.18.2.3. Assisting the Contracting Officer Representative with the oversight of contractor performance to ensure goods/services are delivered IAW the terms and conditions of the contract.
 - 11.18.2.4. Terminating contracts either for the Government's convenience or as a result of contractor default.
 - 11.18.2.5. Responding to Freedom of Information requests and Congressional Inquiries.
- 11.18.3. Accountable for maintaining procurement integrity for all programs and projects assigned. Coordinates with TCJA in addressing issues related to such matters.
- 11.18.4. Obtain the appropriate review and approval for all contracting actions. (USTRANSCOM Instruction 63-2).
- 11.18.5. Advise USTRANSCOM staff on bid protests, contract disputes, settlement proposals, and coordinates with USTRANSCOM Staff Judge Advocate while representing the command in diverse forums to resolve disputes.

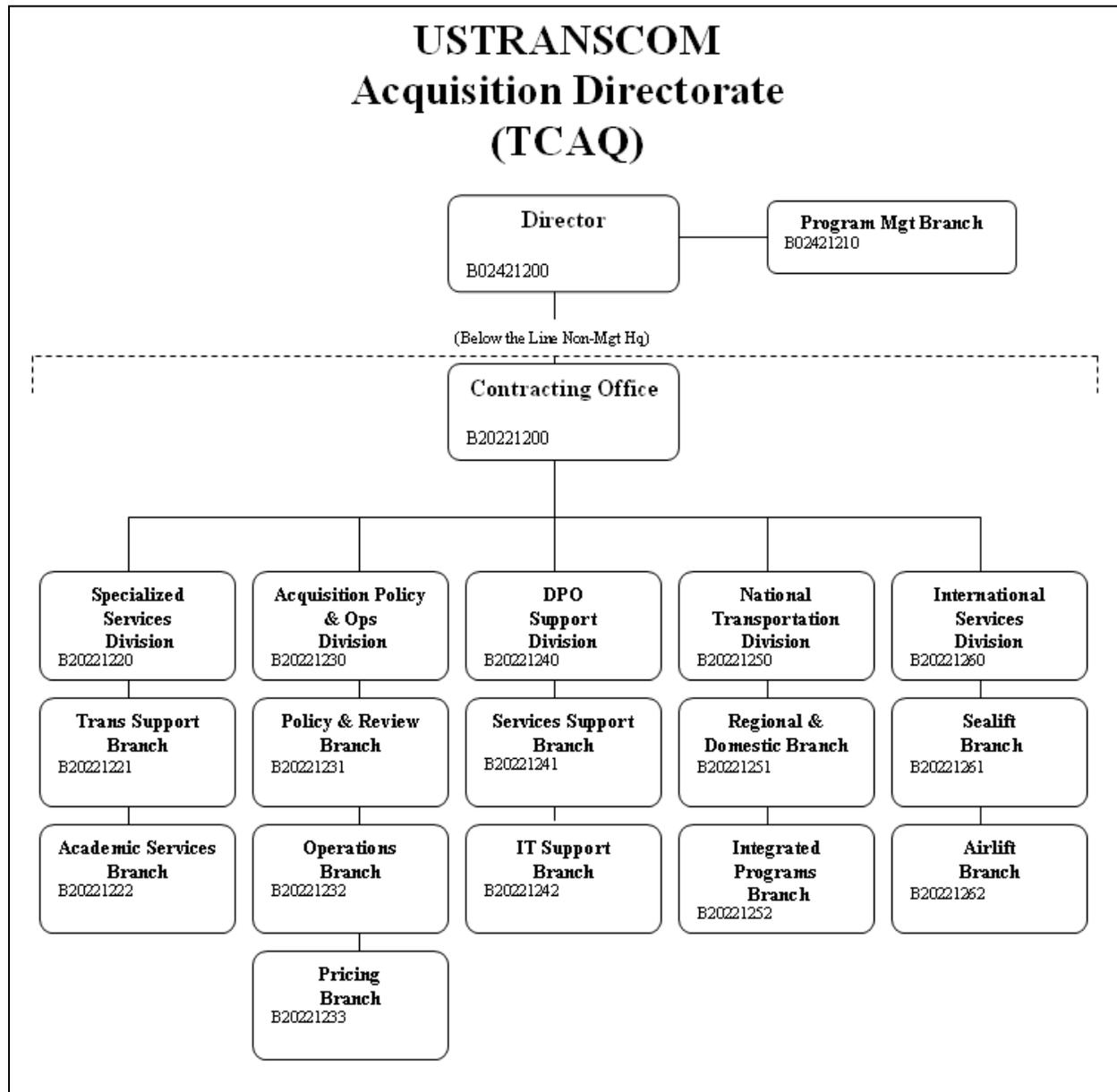
11.19. Airlift Branch (Dept B20221262):

11.19.1. Participate in the full array of pre-award contracting requirements in support of International Airlift Contracting, including, but not limited to:

- 11.19.1.1. Accomplishing market research.
- 11.19.1.2. Developing acquisition plans and conducting acquisition strategy panels.

- 11.19.1.3. Drafting source selection plans and evaluation criteria.
- 11.19.1.4. Assisting with development of PWS documents, including quality assurance surveillance plans.
- 11.19.1.5. Facilitating the development of IGCEs and ensuring funds are made available.
- 11.19.1.6. Drafting and issuing requests for proposals/quotes.
- 11.19.1.7. Receiving and evaluating proposals/quotes from industry.
- 11.19.1.8. Documenting proposal/quote evaluation results through best value documents.
- 11.19.1.9. Conducting pre- and post-award debriefings.
- 11.19.1.10. Awarding contracts to include managing post-award protests.
- 11.19.2. Participate in full array of post-award contracting requirements, including, but not limited to:
 - 11.19.2.1. Administering contracts IAW law, statutes, applicable regulations, and guiding acquisition policy and procedures.
 - 11.19.2.2. Negotiating contract changes due to mission changes and/or contractor change requests.
 - 11.19.2.3. Assisting the Contracting Officer Representative with the oversight of contractor performance to ensure goods/services are delivered IAW the terms and conditions of the contract,
 - 11.19.2.4. Terminating contracts either for the Government's convenience or as a result of contractor default; and
 - 11.19.2.5. Responding to Freedom of Information requests and Congressional Inquiries.
- 11.19.3. Accountable for maintaining procurement integrity for all programs and projects assigned. Coordinates with TCJA in addressing issues related to such matters.
- 11.19.4. Obtain the appropriate review and approval for all contracting actions. (USTRANSCOM Instruction 63-2).
- 11.19.5. Advise USTRANSCOM staff on bid protests, contract disputes, settlement proposals, and coordinates with TCJA while representing the command in diverse forums to resolve disputes.

Figure 11.1. USTRANSCOM Acquisition Directorate.



Chapter 12

JOINT DISTRIBUTION PROCESS ANALYSIS CENTER
This Chapter superseded by USTRANSCOMPAM 38-1, Volume 12

RAMONA L. DOLSON, Colonel, USAF
Directorate, Manpower and Personnel

Attachments:

1. Glossary of References, Abbreviations, Acronyms, and Terms

Attachment 1

GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS

Section A – References

Not Used

Section B - Abbreviations and Acronyms

A/JCTD	Advanced Concept/Joint Capability Technology Demonstration
AA&E	Arms, Ammunitions, and Explosives
AAR	After-Action Reporting; Association of American Railroads
ACCM	Alternate or Compensatory Control Measure
ACR	Annual Command Report
ACSA	Acquisition and Cross-Servicing Agreement
ADPE	Automated Data Processing Equipment
ADUSD	Assistant Deputy Undersecretary of Defense
AFIT	Air Force Institute of Technology
AIS	Automated Information Systems
AIT	Automated Information Technology
AMC	Air Mobility Command
AMCS	Advanced Mobility Concept Study
AMD	Air Mobility Division
AOC	Air Operations Center
AOR	Area of Responsibility
APEX	Adaptive Planning and Execution
APOD	Aerial Port of Debarkation
ARC	Air Reserve Component
ASAT	Annual Security Awareness Training
AT21	Agile Transportation for the 21st Century
ATA	American Trucking Administration
AT	Anterrorism
ATEP	Antiterrorism Enterprise Portal
ATWG	Anterrorism Working Group
BCS3	Battle Command Sustainment Support System
BDSS	Business Decision Support System
BES	Budget Estimate Submission
BITC	Base Information Transfer Center
BRAC	Base Realignment and Closure
C2	Command and Control
C2IP	Command and Control Initiatives Program
C4I	Command, Control, Communications, and Computer Intelligence
C4S	Command, Control, Communications, and Computer Systems
CAA	Command Arrangements Agreement
CARB	Commercial Airlift Review Board
CAT	Crisis Action Team
CBAT	Capabilities-Based Assessment Team
CBRN	Chemical, Biological, Radiological, and Nuclear
CbTRIF	Combating Terrorism Readiness Initiative Fund
CCB	Configuration Control Board
CCF	Central Clearance Facility
CCIF	Combatant Commander Initiatives Fund
CFAST	Collaborative Force-Building Analysis Sustainment and Transportation
CIO	Chief Information Officer
CIP	Critical Infrastructure Program
CJCS	Chairman, Joint Chiefs of Staff
CMAA	Cooperative Military Airlift Agreement

CMTS	Committee for the Marine Transportation System
COCOM	Combatant Command
COGNOS	(an IBM Company)
CONOPS	Concept of Operations
CONUS	Continental United States
COP	Common Operation Picture
CPMS	Corporate Performance Management Solution
CPRP	Chief Information Officer (CIO) Program Review Panel
CPX	Command Post Exercise
CRAF	Civil Reserve Air Fleet
CRIS	Corporate Resource Information Source
CRRB	Contracts Requirements Review Board
CSA	Chief of Staff of the Army
CTP	Commercial Ticket Program
CVAM	Vice Chief of Staff/Special Air Missions
D2C2	Deployment and Distribution Command and Control
DAR	Defense Acquisition Regulation
DC	Defense Courier
DDOC	Deployment and Distribution Operations Center
DEAMS	Defense Enterprise Accounting and Management System
DEPORD	Deployment Orders
DESC	Defense Energy Support Center
DESS	Distribution Environment Support System
DFAR	Defense Federal Acquisition Regulation
DIA	Defense Intelligence Agency
DIPL	Distribution Integrated Priority List
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DODD	Department of Defense Directive
DOD	Department of Defense
DOT	Department of Transportation
DPfM	Distribution Portfolio Management
DPG	Defense Planning Guidance
DPO	Distribution Process Owner
DPS	Defense Personal Property System
DRRS	Defense Readiness Reporting System
DSS	Defense Security Service
DSSO	Defense Sensitive Support Office
DTCI	Defense Transportation Coordination Initiative
DTR	Defense Transportation Regulation
DTS	Defense Transportation System
DVA	Department of Veterans Affairs
DV	Distinguished Visitor
EA	Enterprise Architecture
EAM	Emergency Action Message
EAP	Emergency Action Procedures
ECM	Enterprise Capabilities Management
ECP	Engineering Change Proposal
ELB	Electronic LogBook
ERC	Exercise Response Cell
ESORTS	Enhanced Status of Resources and Training Systems
ETMS	Enhanced Traffic Management System
EUSC	Effective United States Control
EWG	Executive Working Group
FAC	Functional Advisory Council
FAR	Federal Acquisition Regulation

FCB	Functional Capability Board
FCC	Federal Coordinating Center
FEMA	Federal Emergency Management Agency
FINPLAN	Financial Plan
FISMA	Federal Information Security Management Act
FOC	Full Operation Capabilities
FOIA	Freedom of Information Act
FP	Force Protection
FPO	Focal Point Office
FRA	Federal Railroad Administration
FTX	Field Training Exercise
FVT	Functional Validation Team
FWA	Fraud, Waste, and Abuse
GAO	General Accounting Office
GCCS	Global Command and Control System
GCCS	Global Combat Support System
GES	GTN Exercise System
GFM	Global Force Management
GOPAX	Group Operational Passenger System
GOSC	General Officer Steering Committee
GPMRC	Global Patient Movement Requirements Center
GSA	General Services Administration
GTN	Global Transportation Network
GVT	Global Visibility Tool
HCAC	Human Capital Advisory Council
IA	Implementing Arrangement
IAW	In accordance with
ICW	In coordination with
IDL	Integrated Distribution Lanes
IGCE	Independent Government Cost Estimate
IGC	Integrated Data Environment GTN Convergence
ILOC	Integrated Lines of Communication
INMARSAT	International Maritime Satellite
IOC	Initial Operational Capability
IO	Information Operations
IPL	Integrated Priority List
IPRB	Installation Planning Review Board
IPT	Integrated Process/Product Team
IRP	Issue Resolution Process
IRRIS	Intelligent Road/Rail Information Server
ISR	Intelligence, Surveillance, Reconnaissance
IT	Information Technology
ITV	In-Transit Visibility
IWS	Information Workspace
JAAR	Joint After Action Report
JAEC	Joint Assessment and Enabling Capability
JALIS	Joint Air Logistics Information System
JCB	Joint Capability Board
JCEP	Joint Container Exercise Program
JCIDS	Joint Capabilities Integration and Development System
JCLL	Joint Center for Lessons Learned
JCRT	Joint Capabilities Requirements Tool
JCS	Joint Chiefs of Staff
JDDA	Joint Deployment and Distribution Architecture
JDDE	Joint Deployment and Distribution Enterprise
JDDOC	Joint Deployment and Distribution Operations Center

JECG	Joint Exercise Control Group
JFAST	Joint Flow and Analysis System for Transportation
JFP	Joint Force Provider
JFRR	Joint Forces Readiness Review
JFTR	Joint Federal Travel Regulation
JIWG	Joint Intermodal Working Group
JLOTS	Joint Logistics Over the Shore
JMCG	Joint Mobility Control Group
JMETL	Joint Mission Essential Task Listing
JMSEL	Joint Master Scenario Events List
JNTC	Joint National Training Capabilities
JOIC	Joint Operations Intelligence Center
JOPES	Joint Operation Planning and Execution System
JOSAC	Joint Operational Support Airlift Center
JPAG	Joint Planning Advisory Group
JPEC	Joint Planning and Execution Community
JPME	Joint Professional Military Education
JPMRC	Joint Patient Movement Requirements Center
JPO	Joint Petroleum Office
JQRR	Joint Quarterly Readiness Review
JROC	Joint Requirements Oversight Council
JSCP	Joint Strategic Capabilities Plan
JSIVA	Joint Staff Integrated Vulnerability Assessments
JTD	Joint Table of Distribution
JTEN	Joint Training and Experimentation Network
JTF-PO	Joint Task Force-Port Opening
JTIMS	Joint Training Information Management Software
JTMD	Joint Table of Mobilization Document
JTP	Joint Training Program
JTR	Joint Travel Regulation
JTRU	Joint Transportation Reserve Unit
JTS	Joint Training System
JTTP	Joint Tactics, Techniques, and Procedures
JWCA	Joint Warfighting Capabilities Assessment
JWFC	Joint Warfighting Center
LAD	Latest Arrival Date
LOI	Letter of Instruction
M&S	Modeling and Simulation
MAJCOM	Major Command
MARAD	Maritime Administration
MEF	Mobility Enhancement Fund
MIC	Manager's Internal Control
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRS	Mobility Requirements Study
MSC	Military Sealift Command
MSP	Maritime Security Program
MST	Mission Support Team
MTA	Mission Training Assessment
MTF	Medical Treatment Facilities
NATO	North Atlantic Treaty Organization
NDMS	National Disaster Medical System
NDTA	National Defense Transportation Association
NMCC	National Military Command Center
NoMaDD	Node Management and Deployable Depot
NORAD	North American Air Defense

NPRN	National Port Readiness Network
NPS	Naval Postgraduate School
NSPS	National Security Personnel System
OA	Operational Availability
OASD	Office of Assistant Secretary of Defense
OCONUS	Outside of the Continental United States
OMB	Office of Management and Budget
OPLAN	Operation(s) Plan
OPM	Office of Personnel Management
OPR	Office of Primary Responsibility
OPSEC	Operations Security
ORF	Official Representation Funds
ORF	Organization Representation Funds
OSA	Operational Support Aircraft
OSD	Office of the Secretary of Defense
OV	Operations View
PA	Privacy Act
PCD	Projected Closure Date
PHT	Port Hold Time
PIA	Privacy Impact Assessments
PME	Professional Military Education
POC	Point of Contact
POL	Petroleum, Oil, and Lubricant
POM	Program Objective Memorandum
PPAC	Proposed Public Affairs Guidance
PRC	Primary Receiving Center
PWS	Performance Work Statement
QDR	Quadrennial Defense Review
QOL	Quality of Life
QRF	Quick Reaction Force
R&D	Research and Development
RDD	Required Delivery Date (at Destination)
RDT&E	Research Development Testing and Experimentation
RC	Reserve Component
RFF	Request for Forces
RFID	Radio Frequency Identification
RRF	Ready Reserve Force; Rapid Reaction Force
S&T	Science and Technology
SAAM	Special Assignment Airlift Mission
SAPCO	Special Access Program Central Office
SAP	Special Access Program
SCIF	Sensitive Compartmented Information Facility
SCI	Sensitive Compartmented Information
SC	Security Cooperation
SCWG	Security Cooperation Working Group
SDDC	Surface Deployment and Distribution Command
SECDEF	Secretary of Defense
SES	Senior Executive Service
SIF	Security Information Files
SIPR	Secret Internet Protocol Router
SITREP	Situation Report
SM&W	Special Morale and Welfare
SME	Subject Matter Expert
SMINT	Scheduling and Movement Interface
SMS	Single Mobility System
SOW	Statement of Work

SPI	Systems, Programs, and Initiative
SSRB	Source Systems Review Board
STOL	Short Takeoff and Landing
STO	Special Technical Operations
T2	Training Transformation
TAB	Transportation Advisory Board
TACC	Tanker Airlift Control Center
TAC	Transportation Account Code
TASG	Technical Assessment Strategy Group
TC-AAR	USTRANSCOM After-Action Reporting
TCC	Transportation Component Command
TC-LLP	USTRANSCOM Lesson Learned Program
TDM	Theater Distribution Management
TPA	Training Proficiency Assessment
TPFDD	Time-Phased Force Deployment Data
TP	Transaction Processor
TRAC2ES	TRANSCOM Regulating and Command and Control Evacuation System
TRWG	Technology Requirements Working Group
TSA	Transportation Security Administration
TWCF	Transportation Working Capital Fund
UCMJ	Uniform Code of Military Justice
UCP	Unified Command Plan
ULN	United Line Numbers
UNAAF	Unified Action Armed Forces
USCENTCOM	United States Central Command
USCG	United States Coast Guard
USC	Universal Services Contract
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USMC	United States Marine Corps
USNORTHCOM	United States Northern Command
USN	United States Navy
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTDT	Universal Joint Task List Development Tool
VISA	Voluntary Intermodal Sealift Agreement
VTA	Voluntary Tanker Agreement
WARNORD	Warning Order
WHMO	White House Military Office
WMD	Weapons of Mass Destruction
WMD-CST	Weapons of Mass Destruction-Civil Support Teams
XTP	External Transaction Processor

Section C - Terms

Not Used.