



*Operations*

**FUSION CENTER**

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This instruction establishes the roles and responsibilities to implement and maintain the United States Transportation Command's (USTRANSCOM) Fusion Center. This instruction is applicable to USTRANSCOM staff and the Transportation Component Commands (TCC). The following roles and responsibilities are not regulatory in nature and do not supersede any Service or combatant command instructions or regulations. Send comments and suggested improvements to this instruction on Air Force Form 847, *Recommendation for Change of Publication*, to TCJ3-SS, 508 Scott Drive, Scott AFB, IL 62225-5357. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with USTRANSCOM Instruction 33-32, *USTRANSCOM Records Management Program*.

## **SUMMARY OF REVISIONS**

This instruction reflects changes to the Fusion Center organization to now include roles and responsibilities for Current Operations Division (TCJ3-O), West and East Planning Divisions (TCJ3-W/TCJ3-E), Sustainment Division (TCJ3-G), Knowledge Management and Information Management, Noncommissioned Officer in Charge, and references to Agile Transportation for the 21st Century (AT21).

**1. References and Supporting Information.** References, related publications, abbreviations, acronyms, terms, and definitions used in this instruction are listed in Attachment 1.

**2. General.** This instruction provides the high level concept of operations and roles and responsibilities for the operation of the Fusion Center. The Fusion Center focuses on collaboration in decision cycles of customers, suppliers, and TCCs; developing enterprise-wide, executable plans; monitoring, assessing, planning and directing end-to-end movement of forces and sustainment; and providing agile, adaptive transportation solutions. The combination of these efforts enables the Fusion Center to present seamless effective deployment and distribution solutions. The Fusion Center is a matrixed organization focused on planning and preparation, to include balancing requirements and capacity for the most effective and efficient transportation solution. Existing organizational relationships remain intact. Fusion Center personnel continue to report through their current chain of command. In the Fusion Center, USTRANSCOM

personnel, TCC personnel, and Combatant Command (CCMD)/Agency Liaison Officers work USTRANSCOM, TCC, and CCMD/Agency requirements as a team producing proximity synergy.

**3. Background.** Establishment of the Fusion Center is grounded in several documents to include: Defense Base Realignment and Closure Act of 1990 (as amended through FY05 Authorization Act) Recommendation #142 (Headquarters and Support Activities page #31), which became law on November 9, 2005, directed the consolidation of transportation component commands by relocating the Military Surface Deployment and Distribution Command to Scott Air Force Base, Illinois, thus collocating it with USTRANSCOM and Air Mobility Command. In accordance with the Unified Command Plan, DODD 5158.04, *United States Transportation Command*, and DODI 5158.06, *Distribution Process Owner (DPO)*, USTRANSCOM serves as the DPO, responsible for “coordinating and overseeing the Department of Defense (DOD) distribution system to provide interoperability, synchronization, and alignment of DOD-wide, end-to-end distribution.” In addition, DODI 5158.06 states the Commander, USTRANSCOM, as the DPO, shall serve as the DOD single coordination and synchronization element on behalf of and in coordination with the Joint Deployment and Distribution Enterprise (JDDE). The Joint Logistics (Distribution) Joint Integrating Concept states USTRANSCOM, as the Defense DPO, will exercise control of the Enterprise through coordination and synchronization. This is the Joint Requirements Oversight Council-approved solution for controlling the JDDE. Joint Publication 4-0, *Joint Logistics*, states USTRANSCOM, as the DPO, will exercise control of the JDDE through coordination and synchronization with the other community of interest partners.

**4. Concept of Operation.** The Fusion Center is a unified team that consists of the right people empowered by their organization, enabled by the right tools, in facilities designed to foster an information rich environment, fusing strategic and operational planning into an optimal enterprise-level executable plan. With a vision to control distribution across the JDDE, the Fusion Center mission serves as the single coordination and synchronization element exercising control of the JDDE to achieve the commanders’ intent. Fusion Center processes improve the distribution operations across the JDDE through coordinating and synchronizing the diverse efforts required to perform distribution and to support customers. The Fusion Center team builds the plan inside the combatant commander/customer decision cycle, with the assistance of the JDDE partners, to give the Combatant Commanders/customers faster and better support to accomplish their missions. As a result, the TCCs and JDDE partners will have less rework and create a more effective and efficient distribution operation. The main product of the Fusion Center is a timely, coordinated Enterprise Executable Plan (EEP) that is agreed to by the Combatant Commander/customers, USTRANSCOM, the TCCs, and other JDDE partners working in the Fusion Center. (See EEP in Attachment 1 for a more detailed description.) AT21 will capitalize on processes developed in the Fusion Center. Fusion Center process capability will evolve and improve with the implementation of AT21 information technology. AT21 information technology will enable improved forecast accuracy, optimized transportation planning, and increased on-time delivery of forces and sustainment at the lowest cost. The Fusion Center will continue to develop and improve standard repeatable processes and procedures that will enhance operations in accordance with the Fusion Center Integrating Concept and this operational instruction.

**5. Roles and Responsibilities.** Roles and responsibilities must be clearly defined for the Fusion Center to meet its objectives and satisfy user requirements.

**5.1. Fusion Center** will coordinate and synchronize the JDDE to:

**5.1.1.** Create, facilitate and manage a knowledge and information plan for improved organizational situational awareness, collaboration, and innovation.

**5.1.2.** Produce EEPs that:

**5.1.2.1.** The TCCs and other JDDE stakeholders will agree are executable.

**5.1.2.2.** Consider known and forecast enterprise requirements and capacity. This includes requirements across all CCMDs and other customers simultaneously.

**5.1.2.3.** Will be used as a logical and detailed way to help shape Combatant Commander/customer requirements to minimize rework.

**5.1.3.** Provide effective and efficient movement control for the JDDE as the operational arm of the DPO by:

**5.1.3.1.** Coordinating and synchronizing the balance of global requirements and capacity to effectively and efficiently manage the throughput of personnel, supplies, and equipment with the goal of moving more requirements by surface while still meeting commanders' intent.

**5.1.3.2.** Identifying requirements and capacity early in the customers' decision cycle.

**5.1.3.3.** Shortening the course of action (COA) development decision loop.

**5.1.3.4.** Increasing the shaping space which occurs prior to requirement validation by the customer.

**5.1.3.5.** Collaborating with customers to provide necessary details for movement requirements.

**5.1.3.6.** Facilitating timely and accurate decision making.

**5.1.3.7.** Providing situational awareness of known and forecast requirements.

**5.1.3.8.** Understanding area of responsibility and customer requirements and needs.

**5.1.3.9.** Providing situational awareness of known and forecast capacity including actual/potential organic, commercial, coalition, and throughput capacity.

**5.1.3.10.** Providing situational awareness of known and forecast cost. Assessing customer requirement and assigning appropriate mode solution.

**5.1.3.11.** Providing COA prioritization and recommendations to optimize enterprise performance.

**5.1.4.** Provide seamless coordination and collaboration with suppliers, transportation providers, and supported commands and commanders to:

**5.1.4.1.** Provide end-to-end relevant common visibility, understanding, assessment, and coordination especially of all transportation requirements.

**5.1.4.2.** Provide a collaborative environment for all customers.

**5.1.4.3.** Understand and represent TCC considerations for Combatant Commander/customer discussion (anticipate customer needs).

**5.1.4.4.** Develop lines of communication among components, CCMD, and other customers and suppliers.

**5.1.4.5.** Develop trust.

**5.1.4.6.** Support the customer from inside their decision cycle.

**5.1.4.7.** Coordinate changes with TCCs.

**5.1.5.** Improve fiscal and operational accountability.

**5.1.5.1.** Fusion Center distribution solutions will balance the need for warfighter effectiveness and the need to efficiently use assets.

**5.1.5.2.** Implement and enforce standardized, repeatable JDDE processes including cost accountability.

**5.1.5.3.** Utilize performance and control standards for more repeatable and objective decision making.

**5.1.5.3.1.** Performance standards will measure the overall performance of the distribution process.

**5.1.5.3.2.** Control standards will provide measures of the individual Fusion Center processes and will look for areas that need improvement. These measures will be used to identify issues and provide accountability.

**5.1.5.3.3.** Leverage the capability to rapidly optimize the delivery of Special Assignment Airlift Missions (SAAM), Time-Phased Force Deployment Data (TPFDD), and sustainment requirements from the port of embarkation to the port of debarkation through select ports using C5s, C17s, and commercial airlift and liners providing the TCCs with an EEP.

**5.2. USTRANSCOM will:** Provide the facilities, equipment, and personnel to successfully enable Fusion Center operations throughout the JDDE. It will provide USTRANSCOM staff representatives to contribute to Fusion Center tasks outlined below:

**5.2.1. Director of Manpower and Personnel (TCJ1) will:**

**5.2.1.1.** Provide manpower and personnel support to USTRANSCOM's military mission.

**5.2.1.2.** Develop and coordinate manpower and personnel plans for contingencies, operations, and exercises.

**5.2.1.3.** Provide personnel taskings during operations.

**5.2.1.4.** Provide personnel reporting, such as Joint Personnel Status and Casualty Reports.

**5.2.1.5.** Perform personnel planning and process individual augmentation requests for contingencies, operations, and exercises.

**5.2.1.6.** Participate in joint planning teams (JPT) to support Fusion Center operations.

**5.2.2. Director of Intelligence (TCJ2) will:**

**5.2.2.1.** Ensure continuous intelligence support to ongoing and future operations through the provision of timely, accurate, and relevant intelligence and products.

**5.2.2.2.** Provide integration of near real time, all-source strategic and operational intelligence to the adaptive planning and execution requirements of the Fusion Center via intelligence planning support to the adaptive planning and execution system (e.g., dynamic threat assessments, intelligence annexes, and national intelligence support plans).

**5.2.2.3.** Leverage the capabilities of the National Intelligence Enterprise to ensure a thorough understanding of the threat and the operating environment. Participants in this enterprise include, but are not limited to:

- Defense Intelligence Agency
- National Security Agency
- National Geospatial-Intelligence Agency
- National Reconnaissance Office
- Office of the Director of National Intelligence

**5.2.2.4.** Provide indications and warnings concerning threats to the JDDE.

**5.2.2.5.** Provide analytical assessments of relevant threats to support COA development.

**5.2.2.6.** Participate in JPTs to support Fusion Center operations.

**5.2.2.7.** Produce tailored transportation intelligence products supporting Fusion Center operations.

**5.2.2.8.** Provide guidance on release of information via the Foreign Disclosure Officer.

**5.2.2.9.** Coordinate counterintelligence and human intelligence support to USTRANSCOM on threats to JDDE operations.

**5.2.3. Director of Operations and Plans (TCJ3) will:**

**5.2.3.1.** Provide a collaborative operational environment supported by defined processes and supporting information technology.

**5.2.3.2.** Provide Combatant Commander/customer-oriented branches to process all Combatant Commander/customer end-to-end requirements and make them visible as total worldwide requirements.

**5.2.3.3.** Provide current operations, future operations, and planning leadership and expertise.

**5.2.3.4.** Provide costed COA planning processes.

**5.2.3.5.** Provide demand planning and COA development expertise.

**5.2.3.6.** Lead development of an executable plan, approve the executable plan or COA, and provide the output to Combatant Commanders, Joint Force Commanders, TCCs, and other users.

**5.2.3.7.** Provide the supported Combatant Commander with surface and airlift planning factors that approximate actual capacity for specific timeframes.

**5.2.3.8.** Provide a link into the respective theater Joint Deployment Distribution Operations Center.

**5.2.3.9.** Assess and plan multimodal, end-to-end solutions involving both organic and commercial capabilities, resulting in a comprehensive, synchronized, and efficient JDDE system providing seamless asset and in-transit visibility.

**5.2.3.10.** Review and/or validate customer requirements needing commercial solutions prior to USTRANSCOM Acquisition (TCAQ) engagement. This review/validation includes identifying alternative organic resources, operational support aircraft applicability, security, or other operational concerns, etc.

**5.2.3.11.** The Fusion Center, including the TCCs, will recommend the plan to be approved by the appropriate TCJ3 decision makers and send to the TCCs for execution.

**5.2.4. TCJ3 Chief of Operations, will:**

**5.2.4.1.** Direct the Fusion Center operational and planning functions and be involved in all phases of the commander's decision cycle by directing operations, coordinating planning, assessing, and monitoring current operations.

**5.2.4.2.** Direct the Fusion Center team to coordinate and synchronize efforts for the delivery of the EEP.

**5.2.4.3.** Monitor TCC execution, incident management, orders process, and reports.

**5.2.4.4.** Provide direction to current operations, planning, future operations and sustainment to ensure collaboration and awareness for effective and efficient transportation solutions within the Fusion Center.

**5.2.4.5.** Provide effective and efficient knowledge and information management processes.

**5.2.4.6.** Lead the Deployment Distribution Operations Center (DDOC) which will:

**5.2.4.6.1.** Provide monitoring and assessment functions for movement control.

**5.2.4.6.2.** Provide day-to-day execution oversight and act as the focal point for integration with the theater command staffs and TCC command operation centers.

**5.2.4.6.3.** Maintain visibility over defense transportation system movement requirements and assets.

**5.2.4.6.4.** Provide situational awareness of missions that have been handed off from the planning divisions (Director of Operations and Plans, East and West Divisions[TCJ3-E and TCJ3-W]).

**5.2.4.7.** Coordinate the actions of the Fusion Center Superintendent Noncommissioned Officer-in Charge who will:

**5.2.4.7.1.** Integrate the support requirements Fusion Center organizations need for operational roles on the Fusion Center floor. Support requirements include training, security, supply, and computer account requirements.

**5.2.4.7.2.** Originate and review orders directing the actions of USTRANSCOM staff and TCCs.

**5.2.5. TCJ3-E and TCJ3-W will:**

**5.2.5.1.** Coordinate with supported Combatant Commanders, TCCs and other agencies to sustain the warfighter.

**5.2.5.2.** Provide a single face to the customer within the planning phase for the CCMD oriented branches; United States Northern Command, United States Pacific Command, United States

Southern Command, United States European Command, United States Africa Command, and United States Central Command.

**5.2.5.3.** Synchronize the transportation requirements into all theaters through collaborative planning, proactive analysis, and performance monitoring to increase effectiveness, efficiency, and customer confidence.

**5.2.5.4.** Work with CCMDs to control exercise costs via early submission of requirements and alternate modes of transportation.

**5.2.5.5.** Improve utilization of assets by developing processes to aggregate cargo across multiple lines of operations, e.g., look for opportunities to fill empty capacity on force movement and with SAAM missions with sustainment cargo awaiting movement.

**5.2.5.6.** Process TPFDD requirements (with minimal error and rework) via Distribute.mil portal.

**5.2.5.7.** Simulate requirement throughput using historical data providing needed sensitivity analysis for optimization.

**5.2.5.8.** Lead/participate in JPTs to support Fusion Center operations.

**5.2.5.9.** Coordinate timing (with the Global C4 Coordination Center (GCCC)) of authorized service interruptions for minimal operational disruption. Report operational impacts caused by network degradation to GCCC.

**5.2.6. Director of Operations and Plans, Sustainment Division (TCJ3-S) will:**

**5.2.6.1.** Synchronize the strategic movement of sustainment requirements into all theaters through collaborative planning, proactive transportation analysis, and increased effectiveness to instill customer confidence.

**5.2.6.2.** Create and develop processes that capitalize on a joint-fused effort.

**5.2.6.3.** Assess and plan multi-modal, end-to-end solutions involving organic and commercial capabilities, resulting in a comprehensive, synchronized, and efficient JDDE system that responds rapidly to sustain global combat power for the warfighter.

**5.2.6.4.** Improve utilization of aircraft by developing processes to aggregate cargo across multiple lines of operations, e.g., look for opportunities to fill empty capacity on force movement and with SAAM missions with sustainment cargo awaiting movement

**5.2.6.5.** Maximize use of all air and surface lift platforms.

**5.2.6.6.** Maintain situational awareness and be prepared to support General Officer Steering Group planning efforts.

**5.2.6.7.** Lead/participate in JPTs to support Fusion Center operations.

**5.2.7. Director of Operations and Plans, Training Division (TCJ3-T) will:**

**5.2.7.1.** Coordinate and provide Distribution Academy Block III training on Fused Planning Course of Instruction to assigned Fusion Center personnel upon arrival to USTRANSCOM.

**5.2.7.2.** Coordinate and provide a capstone scenario-based, table-top exercise in conjunction with Fusion Center training.

**5.2.7.3.** Coordinate and provide staff and collective training opportunities through joint exercise planning.

**5.2.7.4.** Identify and augment the Fusion Center Exercise Response Cell for joint exercises via the Joint Deployment Distribution Operations Center Oversight Board.

**5.2.7.5.** Manage Command Lessons Learned Program to provide feedback to Fusion Center operations following contingency and exercise events.

**5.2.7.6.** Execute the Joint Planning Sustainment Trainer Program.

**5.2.7.7.** Participate in JPTs to support Fusion Center operations.

**5.2.8. Director of Operations and Plans, Force Protection (TCJ3-F) will:**

**5.2.8.1.** Provide antiterrorism/force protection support to the Fusion Center and Joint Operations Intelligence Center.

**5.2.8.2.** Maintain continuous coordination with CCMDs, Services, TCCs, and other federal agencies to ensure antiterrorism/force protection synchronization of effort.

**5.2.8.3.** Leverage the Critical Infrastructure Program and Defense Threat Reduction Agency to provide a risk assessment and advice on the infrastructure for Fusion Center activities such as COA development.

**5.2.8.4.** Participate in JPTs to support Fusion Center operations.

**5.2.9. Director of Operations and Plans, Operations Integration (TCJ3-I) will:**

**5.2.9.1.** Sponsor, validate, and prioritize Fusion Center information technology requirements through the command's Corporate Governance Process.

**5.2.9.2.** Provide Functional Management of movement requirements and capacity planning, transportation feasibility analyses, port operations and manifesting, common operating picture, and data warehouse systems.

**5.2.9.3.** Support the command's Research, Development, Test, and Evaluation and Joint Capability Technology Demonstrations proposal selection and prioritization process.

**5.2.9.4.** Lead for cyber event operational risk management.

**5.2.9.5.** Coordinate Fusion Center business process improvements, Enterprise Architecture updates, data quality analyses, and Command metric inputs.

**5.2.9.6.** Support Command's processes to improve in-transit visibility, automatic identification technology, force movement closure, and Defense Transportation Electronic Business efforts.

**5.2.9.7.** Participate in JPTs to support Fusion Center operations.

**5.2.10. Director of Strategy, Policy, Programs, and Logistics (TCJ5J4) will:**

**5.2.10.1.** Support building a fused planning environment by defining processes and leveraging information technology.

**5.2.10.2.** Provide sustainment-focused support for sustainment planning and execution (in an evolutionary manner as capabilities and processes mature).

**5.2.10.3.** Support employment of global integrated route structures developed in coordination with lift providers and sustainment providers to maximize time-definite delivery.

**5.2.10.4.** Support employment of supply stocking decisions developed in coordination with sustainment and lift providers to minimize total supply chain costs.

**5.2.10.5.** Synchronize sustainment and lift providers to maximize efficiency and effectiveness in sustainment movement execution, and coordinate with national partners to resolve problems.

**5.2.10.6.** Provide industry-focused support, as needed, for expansion of commercial capacity using programs such as Civil Reserve Air Fleet and Voluntary Intermodal Sealift Agreement.

**5.2.10.7.** Provide fuels support, as needed, for development of plans and COAs.

**5.2.10.8.** Support implementation of enterprise performance measures to substantiate JDDE global distribution performance and drive process improvements.

**5.2.10.9.** Measure and evaluate effectiveness of distribution process improvement solutions.

**5.2.10.10.** Participate in JPTs to support Fusion Center operations.

**5.2.11. Director of Command, Control, Communications and Computer Systems (TCJ6) will:**

**5.2.11.1.** Coordinate and facilitate information technology support (help desk, system administration, etc.) for operational systems, enabling Fusion Center operations and processes.

**5.2.11.2.** Facilitate the analysis, evaluation, development, and refinement of information technology systems requirements and capabilities for the Fusion Center operational community and the JDDE.

**5.2.11.3.** Develop, review, and integrate information technology and Chief Information Officer policy (e.g., security, architecture compliance, training, etc).

**5.2.11.4.** Deploy transformational Corporate Services to the Fusion Center that meet all certification requirements for approval to operate.

**5.2.11.5.** Provide architectural and engineering services and interface management support to the Fusion Center to guide future transformation of processes, services, and systems.

**5.2.11.6.** Coordinate deployed command, control, communications, and computer systems requirements and provision required services and accesses. Continuously monitor deployed command, control, communications, and computer systems and take necessary actions to upgrade/modify/restore services in the event of degradation or loss of services.

**5.2.11.7.** Participate in JPTs to support Fusion Center operations.

**5.2.12. Director of Program Analysis and Financial Management (TCJ8) will:**

**5.2.12.1.** Work with the Fusion Center team to help develop costed solutions when the COA is not clearly defined.

**5.2.12.2.** Manage DPO funding execution.

**5.2.12.3.** Provide the focal point for TCC Transportation Working Capital Fund issues.

**5.2.12.4.** Provide the focal point for customer rate issues.

**5.2.12.5.** Provide the focal point for financial contingency issues.

**5.2.12.6.** Participate in JPTs to support Fusion Center operations.

**5.2.13. Director of Acquisitions (TCAQ) will:**

**5.2.13.1.** Provide acquisition advice to support deployment and distribution operations when commercial solutions are required..

**5.2.13.2.** Procure commercial transportation services required to meet USTRANSCOM requirements. Procure common-user commercial transportation services required to meet USTRANSCOM movement requirements.

**5.2.14. Joint Distribution Process Analysis Center (JDPAC/TCAC) will:**

**5.2.14.1.** Provide analysis and engineering support to improve the nation's ability to move and sustain the joint force and operate the JDDE.

**5.2.14.2.** Model distribution systems in near-real time to support COA development processes.

**5.2.14.3.** Provide the Fusion Center with distribution network capacity in support of global operations.

**5.2.14.4.** Provide deployability analysis in support of theater transportation plans.

**5.2.14.5.** Support adaptive and contingency planning.

**5.2.14.6.** Support analysis of established Intermodal Distribution Lanes metrics in conjunction with TCJ5J4 representatives.

**5.2.14.7.** Participate in JPTs to support Fusion Center operations.

**5.2.15. Joint Interagency Coordination Group (JIACG) will:**

**5.2.15.1.** Facilitate coordination among USTRANSCOM and liaisons from other combatant commander/customers and various support agencies.

**5.2.15.2.** Participate in JPTs to support Fusion Center operations.

**5.2.16. Foreign Policy Advisor (POLAD) will:**

**5.2.16.1.** Advise USTRANSCOM commander and senior leadership on political and foreign policy issues that affect global missions.

**5.2.16.2.** Interface with external organizations to provide impacts to potential movement regarding internationally-issued travel warnings and restrictions.

**5.2.16.3.** Provide USTRANSCOM a collaborative capability with Department of State and Office of the Secretary of Defense.

**5.2.16.4.** Provide USTRANSCOM leadership with the diplomatic perspective angle on DPO issues and act as the focal point for all diplomatic issues.

**5.2.16.5.** Provide indications and warnings concerning potential political impacts on the JDDE.

**5.2.16.6.** Provide foreign policy feedback following contingency exercises and real-time events.

**5.2.16.7.** Provide political assessment for future global en route infrastructure locations.

**5.2.16.8.** Provide foreign policy situational awareness for sensitive operations, to include transloads involving multiple nations and movements of high-visibility patients and distinguished visitors.

**5.2.16.9.** Participate in JPTs, as required, to support Fusion Center operations.

**5.2.17. Command Surgeon (TCSG) will:**

**5.2.17.1.** Oversee and exercise the Global Patient Movement Requirements Center (GPMRC).

**5.2.17.2.** Coordinate patient movement.

**5.2.17.3.** Review medical evacuation and other medical requirements within Annex Q of the Combatant Commander/customer operational plans.

**5.2.17.4.** Prepare medical input to supported USTRANSCOM operation plans, deployment concepts, TCC information, and resource requirements.

**5.2.17.5.** Perform special studies, data gathering, and statistical analysis regarding medical aspects of identified wartime and contingency plans.

**5.2.17.6.** Conduct patient throughput assessments to identify supportable evacuation policies and provide sustainability analyses of patient movement plan to supported commander.

**5.2.17.7.** Facilitate all strategic and continental United States theater patient movements and provide global patient in-transit visibility.

**5.2.17.8.** Provide deployment personnel and equipment to support and stand up a Joint Patient Movement Requirements Center.

**5.2.17.9.** To support “Urgent” and “Priority” patient movement through a fused team of USTRANSCOM personnel and the 618 Tanker Airlift Control Center Aeromedical Evacuation cell, GPMRC will:

**5.2.17.9.1.** Clinically validate patient movement and obtain approval from the validating theater flight surgeon.

**5.2.17.9.2.** Evaluate optimal movement conveyance and identify potential and available missions.

**5.2.17.9.3.** Coordinate patient entry into the transportation system using conveyance of choice.

**5.2.17.9.4.** Coordinate all support during transportation.

**5.2.17.10.** Mission follow the patient from point of origin to delivery at final destination.

**5.2.17.11.** Support USTRANSCOM Defense Support to Civil Authorities operations by:

**5.2.17.12.** Deploying patient movement enablers.

**5.2.17.13.** Coordinating National Disaster Medical System patient moves out of disaster area.

**5.2.17.14.** Advising the USTRANSCOM commander on Defense Support to Civil Authorities aeromedical evacuation operations.

**5.2.17.15.** Participate in JPTs to support Fusion Center operations.

**5.2.18. Staff Judge Advocate (TCJA) will:**

**5.2.18. 1.** Provide advice to the commander and staff on transportation, deployment, and distribution legal issues.

**5.2.18. 2.** Provide full spectrum legal services to the command, to include acquisition, fiscal, international, personnel, military justice, environmental, operations and law of armed conflict, intellectual property, information, administrative, and insurance law.

**5.2.18.3.** Participate in JPTs to support Fusion Center operations.

**5.3. TCCs will:** Participate in Fusion Center activities providing timely component knowledge to produce an EEP. Execution is and will remain a component task. TCC personnel matrixed to the Fusion Center will perform Fusion Center core activities and provide the planning expertise necessary to develop successful COAs, but organizational relationships will remain intact. TCC participation in coordinating policies and procedures to promote maximum effectiveness and efficiency in support of the JDDE is essential to Fusion Center success. Overall, the tasks required of the TCC representatives consist of providing capacity estimates to the Fusion Center processes, participating in shaping global requirements, and developing costed COAs using reachback as required (e.g., reachback to the Military Surface Deployment and Distribution Command Operations Center for vessel selection and port determination decisions). The TCCs will assist in developing standard operating procedures to the guidance in this operating instruction. Current operations monitoring: The DDOC will monitor current operations and the TCC will provide information to the DDOC for this monitoring function. Provide execution updates through command channels to provide information for planning and replanning. Below are some tasks that the TCCs may need to accomplish to support plan development.

**5.3.1.** Provide nodal and modal steady-state and surge capacity, as required.

**5.3.2.** Facilitate the coordination of movement requirements with Fusion Center personnel.

**5.3.3.** Perform planning to support unit, sustainment, and foreign military sales modal source selection of cargo movement in the defense transportation system.

- 5.3.4.** Provide planning guidance for support to exercises and contingency, humanitarian, and disaster relief operations.
- 5.3.5.** Determine intermodal and surface sourcing solutions for non-TPFDD moves.
- 5.3.6.** Provide, as required, in-transit visibility and total asset visibility of cargo moving worldwide.
- 5.3.7.** Monitor Global Command and Control System newsgroups, Logbook, messages, and other media for information and taskers.
- 5.3.8.** Maintain situational awareness of operational and intelligence issues.
- 5.3.9.** Coordinate with USTRANSCOM to evaluate future operations requirements.
- 5.3.10.** Participate in all JPT events conducted on the USTRANSCOM DDOC floor.
- 5.3.11.** Conduct preliminary transportation feasibility assessments prior to validation.
- 5.3.12.** Determine asset requirements, conduct transportation feasibility, perform operational analysis, develop operational plans, coordinate findings, develop and refine costed COA(s), recommend COA, and produce support plans from the following representative activities:
- 5.3.13.** Coordinate with other Combatant Commander/customer teams, as required.
- 5.3.14.** Coordinate requirement validations with coalition and TCC partners. The TCCs will work through the Fusion Center for CCMD-to-CCMD communication relative to the enterprise-level executable plan. Tactical level CCMD discussions will still occur TCC-to-CCMD.
- 5.3.15.** Specify details needed for the requirement and capacity and work through the TCC Fusion Center to have them in the enterprise-level executable plan to shape the CCMD requirements. Tasks to be accomplished include:
- 5.3.15.1.** Identifying hazardous material, special handling (e.g., helicopters, Mark V boats, etc).
- 5.3.15.2.** Identifying centralization, aggregation, and consolidation recommendations.
- 5.3.15.3.** Identifying passenger restrictions.
- 5.3.15.4.** Checking whether requested dates are valid; rework if required.
- 5.3.15.5.** Determining possible airfields, ports, and associated suitabilities.
- 5.3.15.6.** Determining maximum-on-ground, operations hours, billeting, and before stage capabilities.

- 5.3.15.7.** Identifying transload requirements, multimodal transloads, etc.
- 5.3.15.8.** Checking airframe and aircrew availability.
- 5.3.15.9.** Reviewing carrier availability; commercial support capabilities (Air Mobility Command /A3K and TCAQ)
- 5.3.15.10.** Creating allocation list for planning purposes.
- 5.3.15.11.** Providing timely carrier and terminal information.
- 5.3.15.12.** Researching transit times, coordinating commercial buffer zones.
- 5.3.15.13.** Determining aircraft type and number of loads needed to close the requirement.
- 5.3.15.14.** Consolidating requirements.
- 5.3.15.15.** Developing initial flight plans, to include diplomatic clearance analysis.
- 5.3.15.16.** Developing threat assessments.
- 5.3.15.17.** Developing mission support plan.
- 5.3.15.18.** Determining additional port requirements to meet plan.
- 5.3.15.19.** Providing timely information to determine if additional port surveys are required and complete as necessary.
- 5.3.15.20.** Determining additional command and control capability requirements.
- 5.3.15.21.** Providing timely information about port opening requirements.
- 5.3.15.22.** Determining maintenance requirements.
- 5.3.15.23.** Reviewing current capacity and current and upcoming operational issues.
- 5.3.15.24.** Reviewing current schedules.
- 5.3.15.25.** Reviewing current contract modifications.
- 5.3.15.26.** Reviewing other schedules for vessel availability.
- 5.3.15.27.** Providing timely information about port suitability, threats, and availability.
- 5.3.15.28.** Providing timely information about a preliminary cost estimate.

**5.3.15.29.** Developing COAs based on factors above as a minimum.

**5.3.15.30.** Refining COA recommendation prior to execution.

**5.3.15.31.** Coordinating COA recommendations and submitting for approval to the appropriate TCJ3 decision maker.

GREGORY E. COUCH  
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Chief of Staff

## Attachment 1

### References

Unified Command Plan  
DOD 5158.04, *United States Transportation Command*  
DOD 5158.06, *Distribution Process Owner (DPO)*  
Joint Publication 4-0, *Joint Logistics*  
*Defense Base Closure and Realignment Act of 1990 (As amended through FY05 Authorization Act) Recommendation #142 (Headquarters and Support Activities page #31)* CJCSM 3122.02D, *Joint Operation Planning and Execution System (JOPES) Volume III (Time-Phased Force and Deployment Data Development and Deployment Execution*

### Abbreviations and Acronyms

AT21 – Agile Transportation for the 21st Century  
COA – Course of Action  
CCMD – Combatant Command  
DDOC – Deployment Distribution Operations Center  
DOD – Department of Defense  
DPO - Distribution Process Owner  
EEP - Enterprise Executable Plan  
IT – Information Technology  
JDDE - Joint Deployment and Distribution Enterprise  
JPT – Joint Planning Team  
SAAM - Special Assignment Airlift Missions  
TCAQ - USTRANSCOM Directorate of Acquisition  
TCC - Transportation Component Commands  
USTRANSCOM - United States Transportation Command

### Terms and Definitions

**Capability** – The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a joint or initial capabilities document or a joint doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) change recommendation. In the case of materiel proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the capability development document and the capability production document (CJCSI 3170.01).

**Command and Control** – The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing,

coordinating, and controlling forces and operations in the accomplishment of the mission. The Joint Logistics (Distribution) Joint Integrating Concept.

**Control** – The JDDE acts in response to requirements and priorities established by the supported combatant commander (CCDR) and other supported organizations. As such, control is the ability to coordinate and synchronize the actions of the Enterprise elements and is paramount to the effectiveness of the Enterprise and management of the distribution pipeline. Control is the ability “to arrange joint distribution operations in time, space, and purpose to ensure the deployment and sustainment of forces to combatant commands in accordance with the national and multinational military strategy and the combatant commander’s needs. This task includes both the vertical and horizontal integration of all joint distribution activities (deployment, distribution, and sustainment). Control also includes movement activities such as planning, apportioning, allocating, routing, scheduling, validating of priorities, tracking movement and directing changes such as potentially reconfiguring (per supported commander’s intent) – forces, equipment, and supplies, even while en route, and to deliver tailored capabilities directly to the warfighter. This task ensures that all joint, non-DOD, and nongovernmental organization (NGO) JDDE resources are effectively employed and that the sum of their effect is greater than the sum of their individual capabilities. This task includes providing oversight for activities designed to emplace processes and/or systems to ensure propriety and legality for the enterprise. The desired end-state of this activity is a joint and integrated approach to end-to-end (point of origin to point of need) planning and decision making (that delivers the correct cargo to the point of need at the desired time).” The Joint Logistics (Distribution) Joint Integrating Concept.

**Distribution** – The operational process of synchronizing all elements of the logistic system to deliver the “right things” to the “right place” at the “right time” to support the geographic combatant commander (JP 4-0).

**Deployment** – The relocation of forces and materiel to desired areas of operations. Deployment encompasses all activities from origin or home station through destination, specifically including intra-CONUS; intertheater; and intratheater movement legs, staging, and holding areas (JP 4-0).

**Distribution Pipeline** - Continuum or channel through which the DOD conducts distribution operations. The distribution pipeline represents the end-to-end flow of resources from supplier to consumer and, in some cases, back to the supplier in retrograde activities. Within the pipeline, these resources pass through a complex framework of integrated national- and theater-level physical, resource, information, and communications networks that constitute the distribution system (JP 4-09).

**End-to-End** –Joint distribution operations boundaries begin at the point of origin and terminate at the Combatant Commanders designated point of need within a desired operational area, including the return of forces and materiel (JP 4-09).

**Enterprise Executable Plan** – Developed by the Fusion Center, the AT21 Enterprise Executable Plan (EEP) is a transportation tasking plan that will be used by the TCCs for their respective detailed scheduling and execution. The EEP will contain aggregated global requirements across current lines-of-business and provide notional routing with conveyance

loads. The main tenets of the EEP is to shift as much cargo to surface movement, maximize the use of multi-modal solutions, and develop and extend repeatable planning processes between USTRANSCOM and the TCCs.

**Force Movement** – Movement of personnel, equipment and cargo associated with a military unit/force, usually identified for movement through time-phased force and deployment data.

**Force Planning** – In the Joint Operation Planning and Execution System, the planning conducted by the supported combatant command and its components to determine required force capabilities to accomplish an assigned mission, as well as by the Military Departments, Services, and Service component commands of the combatant commands, to develop forces lists, source and tailor required force capabilities with actual units, identify and resolve shortfalls, and determine the routing and time-phasing of forces into the operational area (JP 5-0).

**Function** – For AT21, functions are those specific operational activities that describe the highest level tasks that must be accomplished using AT21 capabilities in a future environment. The following general and specific functions are defined for analysis of capability needs and support the development effort and are based on the operations cycle described in the JL (D) JIC ICD.

#### **Plan**

See and Anticipate – Commonly found in forecasts, the ability to predict future demand and capacity based on a multitude of sources for the purpose of developing a baseline agreement on future movement operations.

Shape - The ability to proactively influence future plans or COAs while still in development by providing value-added transportation options; or develop transportation networks and E2E, multimodal route structures to satisfy future capacity-based movement requirements.

Write-back – The ability to record transportation plans or publish transportation networks and route structures in the appropriate medium for future use.

#### **Prepare**

Capture and Understand – The ability to identify all necessary movement requirement information and understand the context for the movement requirement given previous planning guidance. This includes the ability to see as early as possible discrete movement requirements while still malleable and emerging capacity-based movements entering the joint distribution pipeline.

Confirm – The ability to confirm the movement requirement information data elements are valid and conform with planning guidelines (if not, an exception alert is generated for appropriate action)

Aggregate and Array – The ability to combine movement requirements, as appropriate, into logical groupings for the purpose of developing optimized movement plans, conducting “what if” analysis and arraying into executable configurations with increasingly greater specificity: at the requirement level (modal, nodal, timing), at the schedule level (“best” asset, crew, fuels/stage locations), at the route level (based on maximum on ground, weather, diplomatic clearances).

Adjust – the ability to adjust movement requirements and movement plan (schedules/routes) in collaboration with stakeholders and record modifications.

Accept and Pass – the ability to convey the movement requirement and movement plans (schedule/route) to the responsible organizations and stakeholders for execution and confirm positive transfer.

### **Execute**

Trace and Schedule – The ability to maintain positive relationship of the movement requirement with the conveyance(s) throughout the life-cycle of the requirement to allow for dynamic rescheduling and closure confirmation (planned vs. actual); and develop an executable schedule/route for the movement requirement with appropriate details to conduct movement operations

Track – The ability to have near-real-time accountability of the movement requirement and payload at any point in the joint distribution pipeline for the purpose of confirming on-time delivery or taking corrective action, as necessary, while in transit to achieve on-time delivery

Alert – The ability to establish automated triggers and thresholds for specified parameters associated with movement requirements, payload, capabilities, joint distribution pipeline movement status, etc., and provide a visual signal to the operator indicating information is available for review and action

Intercede – The ability to identify specific actions desired within the joint distribution pipeline and convey, record, and confirm receipt of the action with the responsible organization

Assess and Report – The ability to collect, archive, process and report information related to ongoing or historical joint distribution pipeline operations for the purpose of determining enterprise performance and highlighting areas of interest for potential corrective action and continuous process improvement.

**Joint Deployment and Distribution Enterprise** – Complex equipment, procedures, doctrine, leaders, technical connectivity, information, shared knowledge, organizations, facilities, training, and materiel necessary to conduct joint distribution operations The Joint Logistics (Distribution) Joint Integrating Concept.

**Mode of Transport** – The various means used for a movement. For each mode, there are several means of transport. They are: a. inland surface transportation (rail, road, and inland waterway); b. sea transport (coastal and ocean); c. air transportation; and d. pipelines (JP 1-02).

**Movement Control** - The planning, routing, scheduling, and control of personnel and cargo movements over lines of communications. (JP 3-10).

**Movement Data** - Those essential elements of information to schedule lift, obtain transportation assets, manage movement of forces and report in-transit visibility of movements and associated forces (people, equipment, and supplies) (JP 4-09). As a minimum movement data must describe what forces are planned to move or actual loads, where the movement segment is planned to begin and end or the actual movement locations, and when the movement is planned to occur or actual time of movement. (NOTE: All three groups of data must be present to be considered movement data) (CJCSM 3122.02D).

**Movement Plan** – Integrated movement planning combines lift resources (dedicated and opportune) and destination and en-route capabilities into effective movement plans. For

example, “effective” means the solution includes all identified commodities, uses existing resources or identifies shortfalls, and meets other identified requirements or the solution is timely and appropriate, that is right mode, right place, and right time. Movement plan analysis is the capability for identifying the reason for movement plan variance or suggesting a more effective way of accomplishing the movement. For example, when MRs have been scheduled to a location other than the closest capable as defined by the DDOC, or which otherwise are not scheduled for movement consistent with the DDOC and/or CCDR- or Joint Staff-established priorities. This includes the capability to evaluate the movement plan effectiveness and alternatives where selecting a different option more effectively uses resource.

**Movement Requirement** – 1. A stated movement mode and time-phased need for the transport of units, personnel, and/or materiel from a specified origin to a specified destination (JP 1-02). 2. A statement of need by an authorized DPO user to move personnel, or material/cargo from a specified origin to a specified destination, within a specified time frame to satisfy assigned missions. Movement requirements may be satisfied through either “on-demand” or “capacity-based” movements or a combination of both. The value in understanding the movement characteristics for the various demands placed on the JDDE in terms of these two models is to develop the necessary capabilities based on type, timing, and use of information necessary to support distribution from requirement inception to completion of the movement. As currently envisioned certain movements that are managed as separate processes, such as OSA through USTRANSCOM’s Joint Operational Support Aircraft Center or Very Important Person Special Airlift Mission movements, will not be mixed or optimized with other JDDE demand types. However, the visibility of movement requirements for these separate processes is still required within their respective domains.

**Movement Schedule** – A schedule developed to monitor or track a separate entity whether it is a force requirement, cargo or personnel increment, or lift asset. The schedule reflects the assignment of specific lift resources (such as an aircraft or ship) that will be used to move the personnel and cargo included in a specific movement increment. Arrival and departure times at ports of embarkation, etc., are detailed to show a flow and workload at each location. Movement schedules are detailed enough to support plan implementation.

**Optimize** – To make as perfect, effective, or functional as possible. To allocate such things as resources or capital as efficiently as possible. To arrange distribution ways and means in time, space, and purpose to effectively deliver required forces and sustainment to JFC-designated points of need through efficient use of lift assets, terminals, LOCs and supporting organizations. To achieve distribution unity of effort in fulfillment of JFC logistical needs. Not every type of optimization requires sophisticated automated support. Optimization may include the following areas:

Optimization (Distribution Network/Plan) – Primary optimization conducted during future ops planning based on forecasts to select best stock locations based on total supply chain cost; multi-segmented, multimodal COAs or routes from origin to destination--routes refreshed on a regular basis based on demand patterns and changes with varying levels of service (i.e. EDD, cost, volume, etc)

Optimization (Payload Preparation) – Primary optimization conducted during future ops planning based on expected demand and network; optimal blend of pure skids, mixed skids, boxes, pallets and containers, container size, weight, cap-time, platform configured loads, etc.

Optimization (Mode) – Secondary optimization conducted as a current ops activity to provide optimal balance of assets with real-time demands to meet movement requirements

Optimization (Requirement-to-platform) – Secondary optimization conducted as a current ops activity to select within mode the best arrangement of requirements within specified movement windows (i.e. Available Load Date, EAD/LAD) aligned to the best platform for the mission based on load size, distance, destination, economical operating considerations, availability, etc.

Optimization (Platform/Schedule) – Tertiary optimization conducted as a scheduling activity to select for the best platform source, ILOC, specific movement timing, mission or voyage duration, etc

Optimization (Platform/Route) – Tertiary optimization conducted as a scheduling activity to select the best route to include en-route stops, refueling, overflight, weather, etc.

**Port of Debarkation** – The geographic point at which cargo or personnel are discharged. This may be a seaport or aerial port of debarkation; for unit and non-unit requirements; it may or may not coincide with the destination. Also called POD. (JP1-02, JP4-0).

**Port of Embarkation** – The geographic point in a routing scheme from which cargo or personnel depart. This may be a seaport or aerial port from which personnel and equipment flow to a port of debarkation; for unit and non unit requirements, it may or may not coincide with the origin. Also called POE. (JP1-02, JP4-01.2)

**Process** – A systematic series of actions directed to some end. The defined relationships and interactions between organizations or entities to ensure required forces, equipment, support and sustainment will arrive when and where needed. Describes “what” an organization should do in the accomplishment of an activity.

**Schedule Movement** – Assign specific lift resources (such as an aircraft, ship) that will be used to move the personnel, equipment or cargo included in a specific movement increment. Arrival and departure times at ports of embarkation, etc., are detailed to show a flow and workload at each location. Movement schedules are detailed enough to support plan implementation. Synchronized direction to or coordination with terminals and supporting organizations and access to LOCs to accomplish movement is inherent in schedule movement.

**Sustainment** – The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment (JP 3-0). (NOTE: The movement of “sustainment,” in the context of the the Joint Logistics (Distribution) Joint Integrating Concept, is the movement of materiel and personnel.)

**Sustainment Movement** – Movement of non-unit-related cargo and personnel to maintain and prolong operations, usually identified for movement through a requisition process. Normally associated with time-definite delivery of logistics support or scheduled service.

**Synchronization** - The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time (JP 2-0).

**Transportation Feasibility** – A determination that the capability exists to move forces, equipment, and supplies from the point of origin to the final destination within the time required. See also operation plan.(JP4-09). Operation plans and operation plans in concept format are considered transportation feasible when the capability to move forces, equipment, and supplies exists from the point of origin to the final destination according to the plan. Transportation feasibility determination will require concurrent analysis and assessment of available strategic and theater lift assets, transportation infrastructure, and competing demands and restrictions. The determination is a four-part process:

- The supported commander of a CCMD will analyze deployment, joint reception, staging, onward movement, and integration (JRSOI), and theater distribution of forces, equipment, and supplies to final destination.
- Supporting Combatant Commanders will provide an assessment on movement of forces from point of origin to aerial port of embarkation and/or seaport of embarkation.
- The Commander, USTRANSCOM, will assess the strategic leg of the time-phased force and deployment data for transportation feasibility, indicating to the Chairman of the Joint Chiefs of Staff and supported Combatant Commander that movements arrive at the port of debarkation consistent with the supported Combatant Commander's assessment of JRSOI and theater distribution.
- Following analysis of all inputs, the supported Combatant Commander is responsible for declaring a plan end-to-end executable.

**Unity of Effort** - Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization - the product of successful unified action.(JP 1)