



Manpower and Organization

ORGANIZATION AND FUNCTIONS

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This volume applies to the Strategy, Policy, Programs, and Logistics Directorate, United States Transportation Command (USTRANSCOM), Scott Air Force Base, Illinois. It defines the mission, functional statements, and organization. Each USTRANSCOM directorate and staff agency has its own separate volume. The use of a name of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Department of Defense (DOD) or USTRANSCOM. All manpower and personnel changes that affect the command structure and/or any billet attributes must be submitted in accordance with (IAW) USTRANSCOM Instruction 38-3, *Joint Manpower Management*. USTRANSCOM Manpower and Personnel (TCJ1) is the only directorate authorized to contact Office Secretary of Defense, the Joint Staff, and/or the Services to initiate any manpower or personnel actions or changes.

SUMMARY OF REVISIONS

This volume has been modified for and applies only to the Strategy, Policy, Programs, and Logistics Directorate. Each USTRANSCOM directorate and staff agency has its own separate volume.

1. Reference and Supporting Information. References and related publications, abbreviations, acronyms, and terms used in this volume are listed in attachment 1.

2. Mission. Command focal point for all futures initiatives including strategic planning, force programming, and policy development to ensure readiness and capability to meet current, projected and emerging requirements. Command focal point for transformation initiatives, including organizational construct developments, process enhancements, advocacy of key enablers, and platform/system developments to advance global synchronous war fighting capabilities. Responsible for mobility concepts, force structure definition, transportation technologies, strategies, and policies to fulfill future forward presence and power projection requirements of the Defense Transportation System (DTS). Focal point for all command logistics constructs and operational traffic management policies and procedures, including acquisition, procurement, and rate structure analyses and strategies. Coordinate with Office of

the Secretary of Defense, Joint Staff, unified commands, component commands, governmental agencies, and industry to further initiatives, programs, policies, and plans which enhance logistics support to the nation's war fighters. Develop integrated business case/value case analyses and strategies for the command and the DTS including successful partnering with customers and industry and implementation of command arrangements agreements (CAAs) with other commands and agencies to optimize warfighting support and return on investment. Command focal point and coordinating review authority for development of joint doctrine and joint tactics, techniques, and procedures (JTTP) which enhance the nation's strategic transportation system and capabilities and ensures command and DTS goals/interests are clearly reflected in DOD and Joint Staff strategic planning publications. Command focal point for Joint Requirement Oversight Council/Joint Warfighting Capability Assessment issues including advanced concepts of operations, technology development, and mobility modeling simulation and analysis to develop/promote global mobility warfighting requirements. Command focal point for Joint Strategic Capabilities Plan and contingency planning guidance for airlift, sealift and aerial refueling force apportionments as well as Operation Plan/TPFFD refinement activities to ensure transportation feasibility for future operations. Command focal point for joint readiness reporting including the submission of the Joint Quarterly Readiness report, after action reporting, war gaming, experimentation, and operational joint deployment process feedback to improve current and future warfighting support. Command focal point for Homeland Defense and weapons of mass destruction (WMD) and WMD counter-proliferation issues.

3. Organization and Responsibilities. The Director of TCJ5J4 reports to the Commander, USTRANSCOM. The organization chart is located at Attachment 2.

4. Functional Statements.

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

4.1.1. 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.

4.1.2. 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.

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

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

4.1.5. Coordinate all Distribution Process Owner (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.

4.1.6. 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.

4.1.7. 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.

4.1.8. Command lead for wargaming, experimentation, and operational joint deployment process feedback to improve current and future warfighting support.

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

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

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

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

4.1.13. Command lead for Asset Visibility and Automatic Identification Technology (AIT) policy, initiatives, and implementation for USTRANSCOM and its components.

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

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

4.1.16. Manage Joint Logistics Over-the-Shore (JLOTS) and Joint Container Exercise Program (JCEP).

4.1.17. 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).

- 4.1.18.** 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.
- 4.1.19.** Monitor administration and selection of vessels for the Maritime Security Program (MSP).
- 4.1.20.** Develop policy and responsible for oversight and initiatives to promote long-term viability of the Civil Reserve Air Fleet (CRAF) for DOD.
- 4.1.21.** Develop Voluntary Intermodal Sealift Agreement (VISA) policy and responsible for oversight of VISA Executive Working Group (EWG) and VISA Joint Planning Advisory Group (JPAG).
- 4.1.22.** Determine mobility requirements, conduct system evaluation, and provide transportation expertise for Joint Staff and OSD-directed modeling and simulation requirements.
- 4.1.23.** Oversee DOD-directed studies (e.g., Quadrennial Defense Review (QDR), Mobility Capability Requirements Study, Operational Availability, Advanced Mobility Concept Study).
- 4.1.24.** Identify out-year capability and programming requirements by coordinating the development of the command's Integrated Priority List (IPL).
- 4.1.25.** Responsible for DOD supply chain AIT implementation.
- 4.1.26.** 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).
- 4.2. Liaison Officer to Defense Logistics Agency:**
- 4.2.1.** Provide advice, assistance, and guidance on joint transportation issues associated with supported commander strategies, policy, programs, logistics, and procedures.
- 4.2.2.** Coordinate and collaborate with other USTRANSCOM liaison officers, as required.
- 4.3. Policy and Doctrine Division (Dept B02420540):**
- 4.3.1.** Develop and implement transportation/traffic management policy and procedures for effective and efficient worldwide delivery of cargo, passengers, and personal property.
- 4.3.1.1.** Command lead for transportation/traffic management policy/procedures applicable to USTRANSCOM Component Commands.
- 4.3.1.2.** Prescribe mandatory procedures in the DTR that DOD components are required to follow.

- 4.3.2.** 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.
- 4.3.3.** Review and analyze national, DOD, Service, component, and supported commanders' transportation concepts and programs.
- 4.3.4.** 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, Defense Personal Property System Functional Review Board, and Families First Council of Captains/Colonels.
- 4.3.5.** Functional Program Manager for certain command standard programs, e.g., Defense Travel System, Active Performance Management, and Personal Property Reengineering.
- 4.3.6.** 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.
- 4.3.7.** 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.
- 4.3.8.** 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.).
- 4.3.9.** Coordinate USTRANSCOM response to the General Accountability Office, DOD Inspector General, and other audit agency reports on transportation/traffic management findings and implement changes to policy and procedures.
- 4.3.10.** As functional process owner, work policy and procedural aspects of solutions to operational problems affecting movement of cargo and passengers through the DTS.
- 4.3.11.** Manage USTRANSCOM SC program and related policy.
- 4.3.12.** Manage USTRANSCOM Acquisition and Cross-Servicing Agreement (ACSA) policy and program management.
- 4.3.13.** USTRANSCOM policy expert for Chemical, Biological, Radiological, and Nuclear (CBRN), Counter-Proliferation, and Arms Control policy.
- 4.3.14.** Command lead for UCP, Forces For Unified Commands, and QDR.

- 4.3.15. Coordinate USTRANSCOM input to United States joint and allied doctrine.
- 4.3.16. Coordinate USTRANSCOM memorandums of agreement (MOA), memorandums of understanding (MOU), cooperative military airlift agreements (CMAA), implementing arrangements (IA), and CAAs.
- 4.3.17. Review and maintain USTRANSCOM Handbook 24-2, *Understanding the DTS*.
- 4.3.18. Coordinate command efforts relating to several Joint Strategic Planning System documents.
- 4.3.19. Manage the SC Working Group.
- 4.3.20. Functional lead for implementation of the Defense Personal Property System (DPS).
- 4.3.21. Coordinate command efforts relating to Senior Warfighting Forums (SWarF).
- 4.4. Transportation Policy Branch (Dept B02420541):**
 - 4.4.1. Develop and implement transportation/traffic management policy, procedures, and guidance for effective and efficient worldwide delivery of cargo, passengers, and personal property.
 - 4.4.1.1. Command lead for transportation/traffic management policy/procedures applicable to USTRANSCOM Component Commands.
 - 4.4.1.2. Prescribe mandatory procedures in the DTR that DOD components are required to follow.
 - 4.4.2. Command lead for DOD Directive 4500.9, *Transportation and Traffic Management*. Develop and publishing of DTR 4500.9-R, *Passenger, Cargo, Mobility, Personal Property, DOD Customs, Intermodal Container Management and Human Remains*.
 - 4.4.3. Command lead for DOD 4515.13-R, Air Transportation Eligibility issues.
 - 4.4.4. Command lead for GSA City Pairs and other traffic management issues related to passenger travel.
 - 4.4.5. Provide oversight for business processes and resolve policy and procedural problems involving the movement of cargo, passengers, and personal property.
 - 4.4.6. Administer DOD and non-DOD Transportation Account Codes.
 - 4.4.7. Serve as DOD authoritative policy/oversight expert on 463-L System Assets.

4.4.8. Review publications, documents, and memos of hazardous cargo, Arms, Ammunitions, and Explosives (AA&E) policy, and procedural development and the interface between and among DOD components and other Federal agencies.

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

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

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

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

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

4.4.14. Staff/publish Traffic Management Advisories.

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

4.5.1. Manage USTRANSCOM SC program. Coordinate 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.

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

4.5.3. Responsible for CBRN doctrine and policy development.

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

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

4.5.6. Command lead for Joint Doctrine development. Coordinate staffing of each joint doctrine publication for review and comment.

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

4.5.8. Serve as command representative to the Joint Staff-sponsored Joint Doctrine Working Group.

4.5.9. 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.

- 4.5.10.** Maintain USTRANSCOM Policy Directive 90-8, *Agreements with Other Agencies*.
- 4.5.11.** Primary staff element responsible for overall ACSA policy and program management. Assist USTRANSCOM Staff Judge Advocate (TCJA), as necessary, in negotiating and concluding any required Implementing Arrangement. Maintains USTRANSCOM Instruction 20-5, *Logistics Support Using Acquisition and Cross-Servicing Agreements*.
- 4.5.12.** Review and maintain USTRANSCOM Handbook 24-2, Understanding the DTS.
- 4.5.13.** Develop and maintain CAAs with other combatant commands.
- 4.5.14.** 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.
- 4.5.15.** Command lead for Homeland Defense and national incident management policy issues.
- 4.5.16.** Manage the USTRANSCOM SC Working Group.
- 4.5.17.** Develop USTRANSCOM Annual SC Assessment for the Secretary of Defense.
- 4.5.18.** Command lead for the Guidance for the Development of the Force.
- 4.5.19.** Command lead for the Quadrennial Defense Review process.
- 4.5.20.** Develop and maintain USTRANSCOM Instruction 60-1, *Joint Doctrine and Joint Tactics, Techniques, and Procedures (JTTP) Development Program*.
- 4.5.21.** Co-Chair of OSD-sponsored Contaminated Hazards Risk Working Group.
- 4.5.22.** Coordinate command efforts relating to SWarF.
- 4.6. Initiatives Branch (Dept B02420543):**
- 4.6.1.** 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.
- 4.6.2.** Functional co-chair to Source Systems Review Board for Theater Distribution Management.
- 4.6.3.** Functional lead for Defense Transportation Coordination Initiative implementation issues.
- 4.6.4.** Charter member on the Defense Transportation Tracking System Requirements Board.

4.6.5. Functional lead for reengineering efforts and initiatives impacting transportation and traffic management.

4.6.6. Serve as DOD authoritative policy/oversight expert on the movement of hazardous materiel, including protected cargo and AA&E.

4.6.7. Command lead for FMS procedural/transportation processes.

4.6.8. Chair of the DPS Functional Requirement Board and voting member of the DPS Configuration Control Board.

4.6.9. Update and maintain Personal Property volumes: “It’s Your Move;” Privately Owned Vehicles; Shipping Your POV; Storing Your POV.

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

4.7.1. Develop and update USTRANSCOM Commander’s guidance.

4.7.2. Develop and update USTRANSCOM’s Vision, Mission, Strategic Objectives.

4.7.3. Develop and update USTRANSCOM Strategic Guidance.

4.7.4. Manage DPO governance structure.

4.7.5. Recommend prioritization of DPO initiatives.

4.7.6. Staff recommendations through DPO governance.

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

4.7.8. Manage DPO budget priorities.

4.7.9. Develop contractual requirements.

4.7.10. Track and synchronize solution development.

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

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

4.7.13. Manage partner stakeholder relationships.

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

- 4.7.15. Manage joint logistics operator education and training.
 - 4.7.16. Coordinate USTRANSCOM DOD Logistics Transformation efforts, to include end-to-end supply chain management solutions.
 - 4.7.17. Support command representation for the Joint Logistics Board, Supply Chain Capabilities Group, and Future Logistics Enterprise subcommittees.
 - 4.7.18. Oversee reviews and analyses of distribution processes and their impact/links on long-term systemic improvements and customer service.
 - 4.7.19. Review and coordinate command position for Direct Vendor Delivery issues.
 - 4.7.20. Develop, coordinate, and monitor institutionalization of distribution initiatives and process improvement changes in appropriate publications.
 - 4.7.21. Command functional process office of primary responsibility for the Joint Distribution Architecture.
 - 4.7.22. Develop Change Management plan and lead change management activities.
 - 4.7.23. Lead effort to develop trained and experienced joint logisticians.
- 4.8. Strategy and Concept Development Branch (Dept B02420552):**
- 4.8.1. Establish and execute the USTRANSCOM Strategic Planning Process.
 - 4.8.2. Assess the strategic planning environment and develop planning assumptions, vision, goals, and objectives with links to the current operational environment.
 - 4.8.3. Develop the USTRANSCOM strategic posture with respect to emerging OSD and Joint Staff initiatives.
 - 4.8.4. Review and recommend updates to USTRANSCOM foundational documents (UCP, DODD 5158.04, and DODI 5158.06) as required.
 - 4.8.5. Link USTRANSCOM strategic guidance to USD (AT&L) and Joint Staff (JS) strategic guidance.
 - 4.8.6. Develop and update annual Commander's Guidance.
 - 4.8.7. Develop and update USTRANSCOM's Vision, Mission, and Strategic Objectives.
 - 4.8.8. Develop and update USTRANSCOM Strategic Plan.

- 4.8.9.** Review and update relevant USTRANSCOM publications for consistency with command guidance.
- 4.8.10.** Review Transportation Component Commands' Strategic Plans for USTRANSCOM and DPO equities and recommend changes as required.
- 4.8.11.** Review DOD-level issuances for USTRANSCOM and DPO equities and recommend changes as required.
- 4.8.12.** Develop USTRANSCOM input to DOD Enterprise Transition Plan.
- 4.8.13.** Develop policy documents supporting distribution process improvements for DPO governance structure approval.
- 4.8.14.** Ensure approved distribution process improvement concepts are considered in systems and architecture development.
- 4.8.15.** Develop new distribution-related doctrine and prepare supporting documentation and briefings for JCIDS and JROC approval process.
- 4.8.16.** Develop military perspectives and recommendations for the civilian Joint Logistics Capability Portfolio Manager.
- 4.8.17.** Assess issues and develop initiatives as the military co-lead for Joint Logistics Capability Portfolio Management.
- 4.8.18.** Assess issues and develop initiatives supporting the Joint Logistics SWarF.
- 4.8.19.** Assess issues and develop initiatives supporting the Deployment and Distribution Capability Area Manager.
- 4.8.20.** Review the Distribution Integrated Priority List (DIPL) and recommend changes to synchronize priorities with the strategic plan.
- 4.8.21.** 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.
- 4.8.22.** Manage strategic-level stakeholder outreach and relationships.
- 4.8.23.** Command representative at OSD and JS joint concept development groups.
- 4.8.24.** Lead strategic-level working groups, boards, cells, and teams as required.

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

4.8.26. Provide information for USTRANSCOM's annual history.

4.9. DPO Program Integration Branch (Dept B02420553):

4.9.1. Manage DPO Governance structure.

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

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

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

4.9.5. 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.

4.9.6. Manage DPO budget priorities.

4.9.7. Develop DPO contractual requirements.

4.9.8. Track and synchronize enterprise distribution improvement solution development via Plan of Action and Milestones and other management tools.

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

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

4.9.11. Manage partner stakeholder relationships.

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

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

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

4.9.15. Participate in the Joint Deployment Distribution Integration Steering Group to integrate and improve deployment and distribution operations via collaboration with United States Joint Forces Command, DLA, and the Joint Staff.

4.9.16. Coordinate the quarterly USTRANSCOM Component Commanders' conferences.

4.9.17. 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.

4.9.18. Work closely with USTRANSCOM Public Affairs to communicate the key messages of USTRANSCOM in its evolving role as DPO.

4.9.19. 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.

4.9.20. Lead effort to develop trained and experienced joint logisticians who understand supply chain interdependencies and be capable of operating in a variety of deployment and distribution areas.

4.9.21. Develop and update JDDE Competency Model that defines skills that lay the foundation to develop joint logisticians.

4.9.22. Work closely with USTRANSCOM TCJ1 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.

4.9.23. Evaluate and recommend courses offered by DOD, academic, and commercial institutions to skill the JDDE workforce.

4.9.24. Recommend incorporation of joint distribution education requirements into the five military education levels of the Joint Professional Military Education curricula.

4.10. Distribution Performance Management Branch (Dept B02420554):

4.10.1. Assess global distribution performance and works with national partners to resolve problems.

4.10.2. Measure and evaluate effectiveness of distribution process improvement solutions.

4.10.3. Develop Global Integrated Distribution Lane (IDL) Sequence List.

4.10.4. Maintain IDL concept of operations.

4.10.5. Assess JDDE performance.

- 4.10.6. Participate in Combatant Command distribution conferences to assess distribution performance and collaborate to address and resolve problems.
- 4.10.7. Lead for negotiating distribution performance standards with stakeholders.
- 4.10.8. Provide analysis capability to support sustainment conferences.
- 4.10.9. Identify potential regionally-focused transformation opportunities.
- 4.10.10. Maintain distribution network database with national partners.
- 4.10.11. Convert data into objective performance reports.
- 4.10.12. Establish data quality standards and reporting discipline.
- 4.10.13. Maintain and monitor performance reports and reviews.
- 4.10.14. Provide analyses for USTRANSCOM and DOD performance measurements.
- 4.10.15. Focal point for development of strategic metrics for command, DPO, Joint Staff, and component use.
- 4.10.16. Maintain visibility of USTRANSCOM Distribution Strategic Metrics.
- 4.10.17. 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.
- 4.10.18. Serve as functional program manager for the Business Decision Support System and Strategic Distribution Database.

4.11. Programs Division (Dept B02420560):

- 4.11.1. Command lead for assessing and evaluating strategic mobility capabilities, long-range programs, requirements, and priorities.
- 4.11.2. Oversee Command involvement in Science and Technology programs including RDT&E and AC/JCTDs.
- 4.11.3. 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.
- 4.11.4. Recommend policies, procedures, and programs to ensure USTRANSCOM and DOD air, sea, and surface lift requirements are met.

4.11.5. 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.

4.11.6. 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.

4.11.7. Serve as command interface to civil agencies to evaluate trends in commercial air, sea, and surface industry, and determine impact on DTS.

4.11.8. Responsible for global infrastructure planning and assessment for DTS.

4.11.9. Command lead for DTS POL issues through the USTRANSCOM JPO.

4.11.10. Command lead for JLOTS and JCEP management.

4.11.11. Support command participation at meetings and functions of the National Defense Transportation Association (NDTA) Military Airlift, Military Sealift, and Surface Transportation Committees.

4.11.12. Support command participation at NDTA Board of Directors meetings and the NDTA annual forum.

4.11.13. Support command participation at the Transportation Advisory Board (TAB).

4.11.14. Oversee command involvement in the JROC process and programs/issues associated with the Joint Staff FCBs and JCBs.

4.11.15. Develop Commander's IPL.

4.11.16. Assess DOD needs regarding intermodal transportation infrastructure (rail, highway, bridges, ports, etc.) and industrial base, and support DOD-directed studies; represent DOD at appropriate forums.

4.11.17. Chair the Joint Intermodal Working Group and facilitate intermodal/container interoperability issues in coordination with Joint Staff, Services, Defense Logistics Agency, Joint Munitions Command, and SDDC.

4.12. Industry Branch (Dept B02420561):

4.12.1. Recommend policies, procedures, and programs to ensure USTRANSCOM and DOD air, sea, and surface lift requirements are met.

- 4.12.2.** Oversee development and coordination of USTRANSCOM positions on issues impacting national strategic mobility.
- 4.12.3.** 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.
- 4.12.4.** Monitor trends in the commercial transportation industry and the transportation industrial base; evaluate the impact on the civil sector's ability to augment DOD strategic lift and power projection capability.
- 4.12.5.** Oversee development and coordination of command positions on issues impacting national strategic and theater transportation policy.
- 4.12.6.** 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.
- 4.12.7.** Advise senior leadership of major transportation policy issues affecting USTRANSCOM.
- 4.12.8.** Serve as functional point of contact with the DOT and other government agencies on domestic and international transportation issues that impact the DTS.
- 4.12.9.** Command oversight for commercial surface transportation access.
- 4.12.10.** Monitor administration and selection of vessels for the MSP.
- 4.12.11.** Command lead for VISA, VISA EWG, and VISA JPAG.
- 4.12.12.** Assess VISA/MSP requirements and makes recommendations when changes are warranted.
- 4.12.13.** Provide MARAD recommendations on reflagging of US flag vessels, to include retention in the Effective United States Control commercial fleet.
- 4.12.14.** Review MSC requests for surge vessel activation via logbook to ensure compliance with national sealift policies and directives.
- 4.12.15.** Command lead for Voluntary Tanker Agreement.
- 4.12.16.** Monitor and promote long-term viability of the CRAF for DOD.
- 4.12.17.** Serve as primary action office for Commercial Airlift Review Board activities affecting DOD passenger safety.

4.12.18. Review and make recommendations concerning DOD organic strategic and theater sea and air transportation policy to DOD, Services, and theater commanders.

4.12.19. Coordinate afloat prepositioning policy with the appropriate military Services.

4.12.20. 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.

4.12.21. Facilitator for transportation evaluation processes related to the development of new transformational equipment/systems development and procurement across Services.

4.12.22. Interface with, and conduct briefings for, various groups for the purpose of promoting a joint perspective for deployment support to the warfighter.

4.12.23. Subject matter expert on command organic and commercial airlift and air refueling issues.

4.12.24. Provide support for studies and wargames to ensure proper representation of operational realities.

4.12.25. Provide subject matter expert support to legislative inquiries on organic and commercial DOD-related transportation policy issues and programs.

4.12.26. Within its functional capacity, evaluate congressional and DOD documents, transcripts of hearings, testimony, and budget reviews.

4.12.27. Serve as the command's action office on NDTA's Military Airlift Committee, Military Sealift Committee, and Surface Transportation Committee.

4.12.28. Serves as command's action office for the TAB.

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

4.14.1. 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.

4.14.2. 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.

4.14.3. 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.

4.14.4. Provide technical expertise in use of intermodal containers and commercial intermodal systems for deployment, sustainment, redeployment, and retrograde operations.

4.14.5. Administer and chair the Joint Intermodal Working Group (containers) with Joint Staff, Services, DLA, Joint Munitions Command, and SDDC.

4.14.6. Manage and promote USTRANSCOM-sponsored JCEP events as part of the Chairman, Joint Chiefs of Staff, Exercise Program.

4.14.7. Maintain oversight and promote use of JLOTS capabilities. Represent the command as DOD's lead for JLOTS. Chair JLOTS Transformation IPT with Services.

4.14.8. Monitor Service initiatives, Program Objective Memorandum Research and Development programs to ensure current/future JLOTS viability.

4.14.9. Chair annual JLOTS requirements workshop.

4.14.10. Represent the command on Joint Sea Basing initiatives.

4.14.11. Program, plan, and manage USTRANSCOM-sponsored Joint Chief of Staff field training exercise programs (e.g., JCEP, JLOTS).

4.14.12. Serve as Joint Staff-designed lead agent for JLOTS and joint container doctrine and associated JTTPs.

4.14.13. Provide technical assistance to combatant commanders for JLOTS and intermodal container operations to facilitate development of operations plans, concept plans, and exercise plans.

4.14.14. Assess DOD needs regarding intermodal transportation infrastructure (rail, highway, bridges, ports, etc.) and industrial base; represents DOD at appropriate forums.

4.14.15. Provide oversight of strategic en route infrastructure for DOD. Identify requirements for en route bases, fuel, base support, and host nation access agreements.

4.14.16. Represent the command on Global Defense Posture initiatives and issues. Review regional COCOM master basing plans and coordinate with regional COCOMs to ensure mobility equities are adequately addressed. Coordinate with regional COCOMs on identification and development of mobility Cooperative Security Locations.

4.14.17. Co-chair the United States European Command, United States Pacific Command, United States Central Command, 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.

4.14.18. Serve as the command's JPO. Determine POL requirements to support the command's global transportation mission; assess 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 Transportation Component Commands to ensure that POL requirements are supported.

4.14.19. Identify and advocate worldwide fuel infrastructure improvements to OSD, Joint Staff, and the Defense Energy Support Center (DESC).

4.14.20. Represent the command and serve as voting member at DESC Installation Planning Review Board meetings.

4.14.21. Represent the command on the National Port Readiness Network (NPRN) Working Group and support command participation on the general officer-level NPRN Steering Group.

4.14.22. 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.

4.14.23. Serve as functional point of contact with the DOT and other government agencies on domestic and international transportation infrastructure issues.

4.14.24. Monitor legislation affecting programs under the branch's purview.

4.14.25. Within its functional capacity, evaluate congressional and DOD documents, transcripts of hearings, testimony, and budget reviews.

4.15. Asset Visibility Division (Dept B02420570):

4.15.1. Command lead for AIT policy, initiatives, and implementation for USTRANSCOM and its components.

4.15.2. Serve as DOD lead functional proponent for RFID and related AIT implementation for the DOD supply chain.

4.15.3. 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.

4.15.4. Formulate DOD Supply Chain RFID and AIT policy.

4.15.5. Co-chair DOD AIT Synchronization IPT with Assistant Deputy Under Secretary of Defense to achieve end-to-end visibility.

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

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

4.16. Joint Concepts and Logistics Division (Dept B02420580):

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

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

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

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

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

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

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

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

4.16.9. 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.

4.16.10. Coordinate JCIDS proposals at the Joint Staff and Service level, as required, using the Knowledge Management and Decision Support documentation/management system.

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

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

- 4.16.13.** Lead transformational efforts for expanding expeditionary JTD organizational capabilities.
- 4.16.14.** Conduct studies, tests, experiments, and assessments to support JTD concept development and implementation.
- 4.16.15.** Recommend JTD concepts for incorporation into existing exercises, experiments, and demonstrations.
- 4.16.16.** Implement JTD solutions with Combatant Commanders, Services, Agencies, and others.
- 4.16.17.** Prepare JTD-related briefs, presentations, and professional articles.
- 4.16.18.** Command representative at OSD and Joint Staff JTD joint concept development groups.
- 4.16.19.** Ensure proven JTD concepts are codified in joint doctrine/publications.
- 4.16.20.** Command lead for Deployable Distribution Command and Control concept.
- 4.16.21.** Describe future theater environment, and develop planning assumptions, vision, goals, and objectives for JTD.
- 4.16.22.** Provide command oversight of JTD transformational initiatives.
- 4.16.23.** Command lead for Joint Task Force-Port Opening concept development.
- 4.16.24.** Command lead for Director Mobility Forces - Surface concept development.
- 4.16.25.** Responsible for Joint Deployment and Distribution Operations Center Template and other guidance documents.
- 4.16.26.** Coordinate and integrate JTD-related efforts with Combatant Commanders, Services, and National Partners, and across the USTRANSCOM enterprise.
- 4.16.27.** Responsible for United States Joint Force Command's Joint Experimental Deployment and Support concept coordination and support.
- 4.16.28.** Command lead for Joint Staff JTD Council of Colonels and General/Flag Officer Steering Group Coordination/Support.
- 4.16.29.** Utilize JCIDS process to advance JTD and other high-priority concepts.

4.16.30. 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 Program Management.

4.16.31. Provide support for implementing new systems, policy/procedures, processes, techniques, metrics/models, and other time/cost saving initiatives.

4.16.32. Lead and/or support implementation of theater deployment and distribution systems and programs including Advanced Technology for the 21st Century, United States Central Command Logistics Portal development, Joint Integrated Product Requirement List, Intratheater Airlift Request System, and Maritime Domain Awareness Cargo Enterprise Hub.

4.16.33. Test, experiment, and demonstrate deployment and distribution concepts and capabilities.

4.16.34. Assess and implement concepts leading to enhanced joint theater deployment and distribution capability.

4.16.35. Command representative at Joint Concept Development and Experimentation Enterprise conferences and meetings.

4.16.36. Command representative for the Joint Concept Steering Group as pertains to the CCJO and the JOpsC family of concepts.

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

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

4.16.39. 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.

4.16.40. Manage USTRANSCOM support of and participation in joint wargames and experiments, including Unified View.

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

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

4.17. Future Capabilities and Technology Branch (Dept B02420583):

4.17.1. Command coordinator for FCBs and JCBs.

4.17.2. Coordinate command interface with the Force Application and Corporate Support and Building Partnership FCBs.

4.17.3. Command lead for JROC issues.

4.17.4. Manage the Advanced Concept/Joint Capabilities Technology Demonstration (AC/JCTD) Support, S&T Program Technical Support, and TCJ5/4 portion of the MITRE contracts.

4.17.5. Responsible for joint capabilities (JCIDS) documentation process.

4.17.6. Manage AC/JCTDs.

4.17.7. Pursue transformation technologies to enhance the force projection and distribution processes.

4.17.8. 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.

4.17.9. 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).

4.17.10. Formally solicit the S&T (industry, academia, and government) for research and development projects addressing validated DPO/DTS capability gaps.

4.17.11. Develop the annual S&T plan and ensure its proper documentation within the department's budgetary and R&D processes.

4.17.12. Develop and maintain the MOA with DLA for the management and execution of allocated RDT&E funds.

4.17.13. Develop and maintain guidance to ensure the proper management and execution of the command's RDT&E program.

4.17.14. Coordinate Command interface with OSD's Coalition Warfare Program.

4.17.15. Serve as the Military Critical Technology List lead for the Command.

4.17.16. Identify out-year programming requirements by coordinating the development of the command's IPL.

4.17.17. Coordinate and develop joint capability areas.

DAVID W. CZZOWITZ, Col, USAF
Director, Manpower and Personnel

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORT INFORMATION

References

DoDD 5100.73, *Major Department of Defense Headquarters Activities*
CJCSI 1001.01, *Joint Manpower and Personnel Program*
USTRANSCOM I 38-2, *USTRANSCOM Reserve Component Support Requirements*
USTRANSCOM I 38-3, *Joint Manpower Management*

Abbreviations and Acronyms

AA&E-Arms, Ammunitions, and Explosives
A/JCTD-Advanced Concept/Joint Capability Technology Demonstration
ACSA-Acquisition and Cross-Servicing Agreement
AIT-Automatic Identification Technology
CAA-Command Arrangements Agreement
CBRN-Chemical, Biological, Radiological, and Nuclear
CMAA-Cooperative Military Airlift Agreement
CMTS-Committee for the Marine Transportation System
CRAF-Civil Reserve Air Fleet
DESC-Defense Energy Support Center
DLA-Defense Logistics Agency
DOD-Department of Defense
DOT-Department of Transportation
DPO-Distribution Process Owner
DPS-Defense Personal Property System
DTR-Defense Transportation Regulation
DTS-Defense Transportation System
EWG-Executive Working Group
FCB-Functional Capability Board
GSA-General Services Administration
IA-Implementing Arrangement
ICD- Initial Capabilities Documents
IDL- Integrated Distribution Lane
IPL-Integrated Priority List
IPT-Integrated Process/Product Team
JCB-Joint Capability Board
JCEP-Joint Container Exercise Program
JCIDS- Joint Capabilities Integration and Development System
JLOTS-Joint Logistics Over-the-Shore
JPAG-Joint Planning Advisory Group
JPO-Joint Petroleum Office
JROC-Joint Requirements Oversight Council
JTD-Joint Theater Distribution (as used in this volume)

JTTP-Joint Tactics, Techniques, and Procedures
MARAD-Maritime Administration
MOA-Memorandum of Agreement
MOU-Memorandum of Understanding
MSC-Military Sealift Command
MSP-Maritime Security Program
NDTA-National Defense Transportation Association
NPRN-National Port Readiness Network
OSD-Office of Secretary of Defense
POL-Petroleum, Oil, and Lubricant
QDR-Quadrennial Defense Review
R&D-Research and Development
RDT&E-Research Development Testing and Experimentation
RFID-Radio Frequency Identification
RRF-Ready Reserve Force
S&T-Science and Technology
SC-Security Cooperation
SDDC-Surface Deployment and Distribution Command
TAB-Transportation Advisory Board
UCP-Unified Command Plan
UNAAF-Unified Action Armed Forces
USTRANSCOM-United States Transportation Command
VISA-Voluntary Intermodal Sealift Agreement

Attachment 2

USTRANSCOM

Strategy, Policy, Programs, and Logistics Directorate (TCJ5/4)

