

## Organization and Mission - General

### ORGANIZATION AND FUNCTIONS

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This pamphlet defines the organization (Figure 1-1) and functions of the United States Transportation Command (USTRANSCOM), Scott Air Force Base, Illinois.

USTRANSCOM is organized as a unified combatant command. The Commander is dual-hatted as Commander, United States Transportation Command, and Commander, Air Mobility Command (AMC/CC). In the operational chain of command, USTRANSCOM Commander receives direction from the Secretary of Defense through the Chairman, Joint Chiefs of Staff (CJCS). Combatant command is exercised by the USTRANSCOM Commander over USTRANSCOM's three component commands, which execute the USTRANSCOM mission. The Army's Military Traffic Management Command (MTMC) manages military land transportation and common-user ocean terminals. The Navy's Military Sealift Command (MSC) is responsible for strategic sealift in support of worldwide deployment and sustainment of military forces. The Air Force's Air Mobility Command (AMC) provides global airlift, aerial refueling, and aeromedical evacuation support for both peacetime and wartime military deployment requirements. The mission of USTRANSCOM is to provide global air, land, and sea transportation for the Department of Defense (DOD) in peace and war. USTRANSCOM is responsible for transportation aspects of worldwide mobility planning, operation of the Joint Operation Planning and Execution System (JOPES), and centralized global transportation management. Included in global transportation management is the responsibility of the command to support rapid execution planning, deployment, employment, and sustainment of United States forces throughout the world. Through the Global Transportation Network (GTN), the command integrates transportation mobility and deployment automated data processing (ADP) systems into a single information system for all users.

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# United States Transportation Command

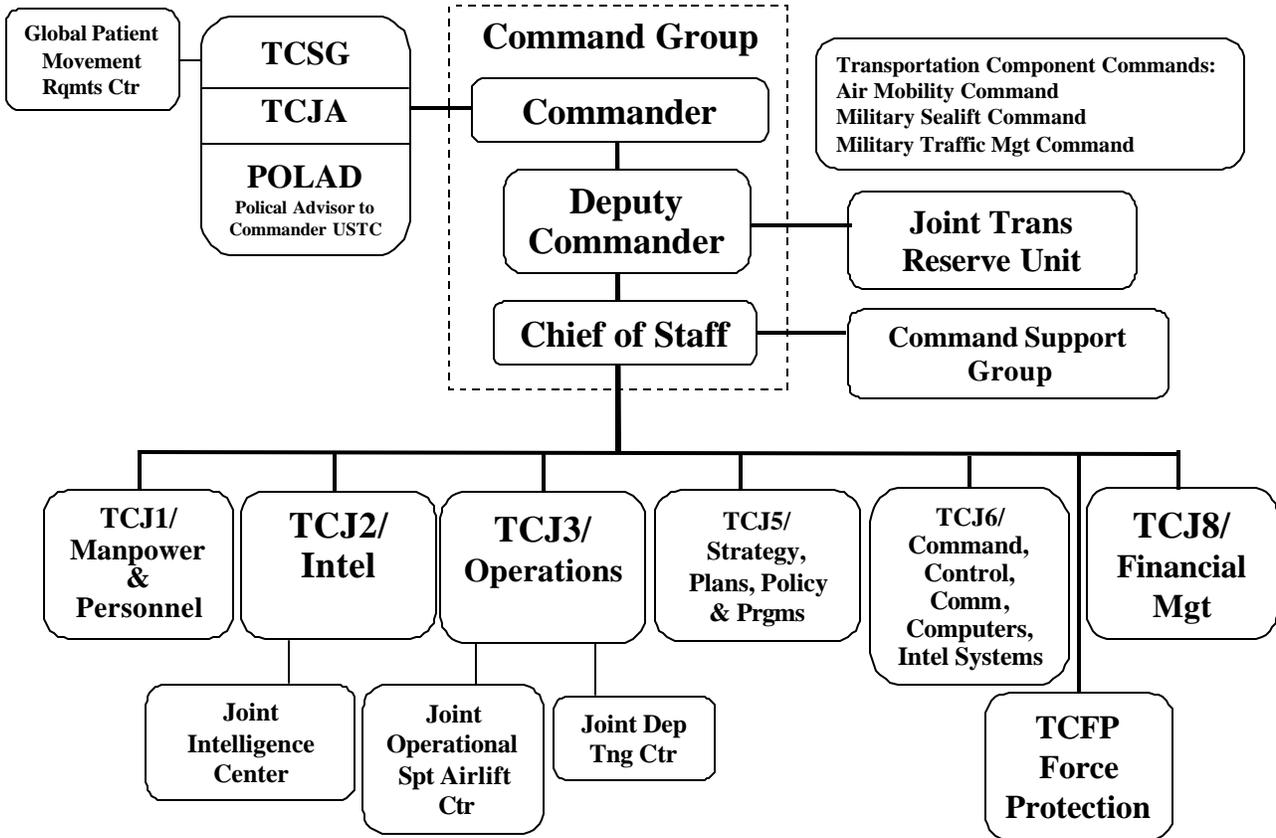


Figure 1-1

## Chapter 1

### COMMAND GROUP

#### **1.1. Office of the Commander (TCCC) (Para 0001)**

- Serves as the Commander of USTRANSCOM.
- Exercises operational command over the organization and operation of all assigned forces in accordance with the policies established by the Secretary of Defense (SECDEF).
- Plans, coordinates, directs, and monitors movement and deployment of forces and materiel necessary to meet military objectives.
- Assures integration of components' supporting plans for common-user lift of forces and materiel for contingencies and general war.
- At the direction of the SECDEF, directs, coordinates, and monitors intra-continental United States (CONUS) and inter-theater movements involving common-user lift for the supported commander from the planning stage through the execution phase.
- Monitors the forces deploying by organic lift.
- In conjunction with supported commanders, develops interface between strategic and theater mobility systems.

#### **1.2. Office of the Deputy Commander (TCDC) (Para 0002)**

- Serves as a principal advisor to USTRANSCOM Commander and assists in the performance of assigned duties and responsibilities.
- Acts on matters affecting the command in the absence of the commander.

#### **1.3. Office of the Chief of Staff/Inspector General (TCCS) (Para 0003)**

- Serves as advisor and assistant to the Commander and Deputy Commander.
- Directs and coordinates the activities of the staff in accordance with the policies and instructions of the Commander and Deputy Commander.
- Acts as a primary point of contact with USTRANSCOM and Transportation Component Command (TCC) staffs for administrative matters.
- Advises the Commander on all matters concerning Reserve Component forces relating to the mission of USTRANSCOM
- Responsible for the USTRANSCOM Inspector General (IG) Complaint System; Fraud, Waste, and Abuse (FWA) Program; Whistle Blower Protection; military reprisal investigations, and other investigations, inspections or assistance as directed.
  - Coordinates, tracks, and monitors the DOD IG and Congressional Inquiry Complaint Programs.
    - Appoints Investigation/Inquiry Officers from within the command, as needed for internal TCIG investigations. The TCIG Deputies and Chief Counsel's office will provide investigative training and guidance for appointed investigative officers.
    - In coordination with the USTRANSCOM Chief Counsel, inspects the Intelligence Oversight Program in accordance with federal and other laws, executive orders, and DOD directives.
    - Coordinates IG activities and other matters with the TCC IGs, the Joint Staff IG, and all other IG offices external to USTRANSCOM.

- Monitors the effectiveness of the USTRANSCOM Operational Security (OPSEC) Program.

### **1.3.1 Chaplain (TCHC) (Para 0017)**

- The Command Chaplain is dual-hatted as the Command Chaplain, USTRANSCOM, and Command Chaplain, AMC.
- Advises the Commander and staff on all matters pertaining to religion, morals, and quality of life.
- Provides and promotes opportunities for the free exercise of religion for all personnel.
- Ensures a fully mission-capable force committed to ethical leadership and spiritual care, ready to respond to any contingency worldwide.

### **1.3.2. Public Affairs (TCPA) (Para 0006)**

- Serves as principal advisor to the Commander and staff on all aspects of public affairs, to include news media relations, public and internal information, and community relations.
- Ensures a free flow of news and information to news media, general public, internal audiences of USTRANSCOM, IAW the DOD Principles of Information, and limited only by national security constraints.
- Develops policies, plans, and programs in support of USTRANSCOM objectives and operations.
- Prepares and coordinates Proposed Public Affairs Guidance (PPAG) for submission to Office of Assistant Secretary of Defense (OASD)/PA for approval and dissemination to all DOD public affairs personnel concerning USTRANSCOM objectives and operations.
- Develops public affairs guidance, plans, and annexes for USTRANSCOM supported exercises, and operations.
  - Includes in operations plans an annex that establishes responsive public affairs organization and structure; and provides dedicated personnel, facilities, equipment, transportation, and communication assets to the public affairs mission.
  - In addition to planning required under Joint Pub 5-03.2, develops operational public affairs policy and guidance with DOD Instruction 5405.3, which recommends the policy approach (active or passive), proposes news statements, and provides responses to anticipates news media questions.
- As appropriate, establishes, resources, and operates Joint Information Bureaus to serve as focal points of interface between the joint forces and the news media.
- Observes and analyzes trends in public opinion which may affect the command.
- Promotes coordination, cooperation, and mutual understanding among the USTRANSCOM component command public affairs offices.
- Supports the public affairs requirements, and integration, of Reserve component public affairs personnel and units.
- Coordinates security and policy review (IAW USTRANSCOM Instruction 35-2) of all pamphlets, brochures, regulations, web pages, and other printed and electronic media prepared by the command or by contractors for the command.
- Serves as official spokesperson for the Command and releasing authority for information on USTRANSCOM to the news media.

- Receives, analyzes, and facilitates reply to inquiries on USTRANSCOM policies, programs, or activities that are received from the news media, as well as from the general public.
- Serves as official point of contact for public and media activities by the Commander and staff.
- Ensures the USTRANSCOM public portal web page is maintained and operated as the official primary point of access to USTRANSCOM information on the Internet in accordance with Web Site Administration Policies and Procedures established by the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence, and the USTRANSCOM J6.
- Maintains liaison with, and provides appropriate assistance to, representatives of the news media, Government and non-Government, the TCCs, OASD/PA, CJCS/PA, other combatant commands, services, and industry members of the public.
- Disseminates information about the command to various media through the use of press releases, pamphlets, brochures, e-mail, web pages, and other printed and electronic media.
- Assists news media in gaining access to the full spectrum of USTRANSCOM units and personnel conducting joint and unilateral operations, subject to special operations restrictions.
- Coordinates media availabilities and interviews with subject matter experts and senior leaders in the command and with senior DOD officials visiting the command.
- Maintains, operates, updates, and controls content posted to “Top Stories” portion of the public portal web page.
- Maintains, publishes, and distributes an electronic news service sent periodically to subscriber’s email in-boxes about USTRANSCOM.
- Disseminates information about the command to internal publics through the use of pamphlets, brochures, e-mail, web pages, and other printed and electronic media.
- Maintains and updates the command display.
- Coordinates and serves as OPR for all command-related “town-hall” assemblies.
- Resources, prepares, publishes, and distributes a monthly command information newsletter.
- Fosters understanding of and goodwill toward the command by the public through the use of pamphlets, brochures, web pages, and other printed and electronic media through base and command tours and participation in community events.
- Prepares speeches, public statements, articles for publication, and other materials for public release by the Commander, Deputy Commander, Chief of Staff, and others as applicable.

### **1.3.3. Research Center (TCRC) (Para 0011)**

- Advises and assists Commander USTRANSCOM and senior staff in a wide variety of areas, including long-range planning, operations, operational planning, policy formulation, programming, budgeting, organization, training, and in complying with legislation and higher headquarters directives.
  - Serves as POC for information on USTRANSCOM and the Defense Transportation System (DTS).

- Provides policy direction, guidance, and review of USTRANSCOM and TCC history programs for Commander USTRANSCOM and Chairman, Joint Chiefs of Staff (CJCS).
- Serves a principal role in the education of USTRANSCOM, the TCCs, the Joint Staff, and other government, industry, and university personnel in the operation of the DTS.
- Conducts research and writes analytical reports, studies, and books dealing with the mission, roles, functions, operations, and other activities of USTRANSCOM, the TCCs, Joint Staff, DOD, other government agencies, and commercial industry.
- Manages, supervises, and maintains the USTRANSCOM Research Center for Commander USTRANSCOM, the staff, the TCCs, Joint Staff, and researchers from other government agencies, industry, and academe.
  - Manages the command art and artifacts program.
  - Purchases books for the command library and staff.

#### **1.3.4. Protocol (TCCS-P) (Para 0004)**

- Formulates and coordinates all arrangements for visiting dignitaries with appropriate staff agencies.
- Provides protocol guidance and support for command-sponsored conferences and functions.
- Provides joint protocol support between USTRANSCOM and AMC for command and base functions as required.
- Coordinates with financial management staff on management of command section Official Representation Funds (ORF) and Special Morale and Welfare (SM&W) funds. Procures and maintains USTRANSCOM mementos for Commander's presentation.

#### **1.3.5. Joint Secretariat (TCCS-JS) (Para 0015)**

- Receives, processes, and tracks correspondence to the Command Section.
- Receives and corrects, as necessary, executive-level correspondence requiring Commander/Deputy Commander/Chief of Staff signature.
- Provides guidance to the staff concerning preparation and submission of USTRANSCOM documents.
- Maintains USTRANSCOM Pamphlet (USTRANSCOMP) 33-2, Communications Guide.
- Issues Command Section taskers and maintains its suspense tracking system.
- Maintains, publishes, and distributes Commander/Deputy Commander/Chief of Staff calendars.
- Maintains Commander/Deputy Commander long-range schedule based on executive officer, aide-de-camp, and secretary inputs.
- Manages Command Section's operational budget requirements for temporary duty (TDY), contracts, equipment, and supplies.
- Prepares Command Section's TDY travel orders and acts as supply liaison for the Command Section.

- Maintains Commander/Deputy Commander/Chief of Staff temporary correspondence files.
- Maintains and updates Command Section rosters.

### **1.3.6. Acquisition Management (TCAQ) (Para 0010)**

- Command Acquisition Advisor to the USTRANSCOM staff.
- Command focal point for acquisition and procurement issues.
  - Provides expertise on acquisition policies, procedures, and strategies to the staff and components, which impact the DTS.
    - In coordination with the acquisition staffs of the TCCs, identifies and implements acquisition strategies to satisfy customer requirements.
  - Acts as a focal point on DTS issues requiring OSD and Service acquisition involvement; works with DOD organizations, federal agencies, and the commercial transportation industry in regard to acquisition issues.
  - Analyzes and proposes acquisition legislative and regulatory changes for the effective and efficient operation of the DTS; reviews and approves TCC acquisition regulations pertaining to the DTS; and responsible for maintaining and ensuring compliance with command acquisition regulations.
  - Chairs the Defense Acquisition Regulation Council Transportation Committee.
  - Responsible for providing program management of the development of acquisition strategies through the use of teams comprised of USTRANSCOM and TCC functional experts.
    - Approves the DTS acquisition strategies, and changes thereto, which will be executed by the TCC contracting officers.
      - Participates as a voting member on the Source Selection Panel for the award of major transportation acquisition in support of the DTS.
        - Integral part of the intermodal teams, analyzing transportation requirements to determine the business approach which will provide the most benefit to the customer.
    - Manages the command's internal acquisition and contracting process.
    - Oversees the approval process for command acquisitions and contract review board regulations (USTRANSCOM Instruction 63-3).
    - Chairs Acquisition Strategy Review Panel for all major internal programs/requirements.
    - Provides acquisition assistance for all the command's internal acquisition of supplies and services to include;
      - Acquisition strategy development.
      - Performance based statement of work (SOW).
      - Independent government cost estimate development.
      - Determines appropriate contracting methods.
    - Reviews all USTRANSCOM Integrated Capability Assessments (ICA), Capabilities Development Documents (CDD), acquisition plans, SOWs, and requests for contracting support prior to forwarding documents outside the command.
    - Provides external liaison with components and other contracting agencies on contract issues such as Economy Act certifications and problem resolution.

### **1.3.7. Information Management (TCCS-IM) (Para 0018)**

- Advises, directs, establishes, manages, and monitors information management procedures and policy, including information gathering and dissemination, for the command.
- Implements DOD and Air Force policy and manages the command Freedom of Information Act (FOIA), Privacy Act (PA), and Information Collections and Reports Management programs.
  - Command liaison to the TCCs on FOIA joint operations-related cases.
  - Approves all command information submitted for input to the unclassified WWW public home page.
  - Formulates policy and procedures for maintenance and disposition of command record holdings and implementation of electronic record keeping programs.
    - Distributes and controls all incoming and outgoing mail to include special service mail (Federal Express [FEDEX], United Parcel Service [UPS], and Airborne Express).
    - Controls government vehicle used for mail distributions.
    - Advises staff on functional address symbol changes.
    - Command liaison with Base Information Transfer Center (BITC).
    - Implements higher headquarters directives, and manages the command's publications and forms programs.
      - Publishes the command staff directory and formulates and publishes command directives.
      - Manages the command's official publications library, including the electronic library.
      - Manages, controls, and electronically designs command forms.
      - Orders and distributes other Government agency forms and publications.
      - Command liaison with all Services' publishing and distributions centers.
      - Command liaison with all Joint Staff published products.
      - Manages the command's reprographics program IAW the congressional Joint Committee on Printing and Government Printing Office established guidelines.
        - Command liaison with Defense Automated Printing Service.
        - Manages the command's reprographics budget under Transportation Working Capital Fund (TWCF).
        - Command reprographics approving authority.
        - Manages the command's copier program.
        - Evaluates and selects information management equipment.

# Command Support Group

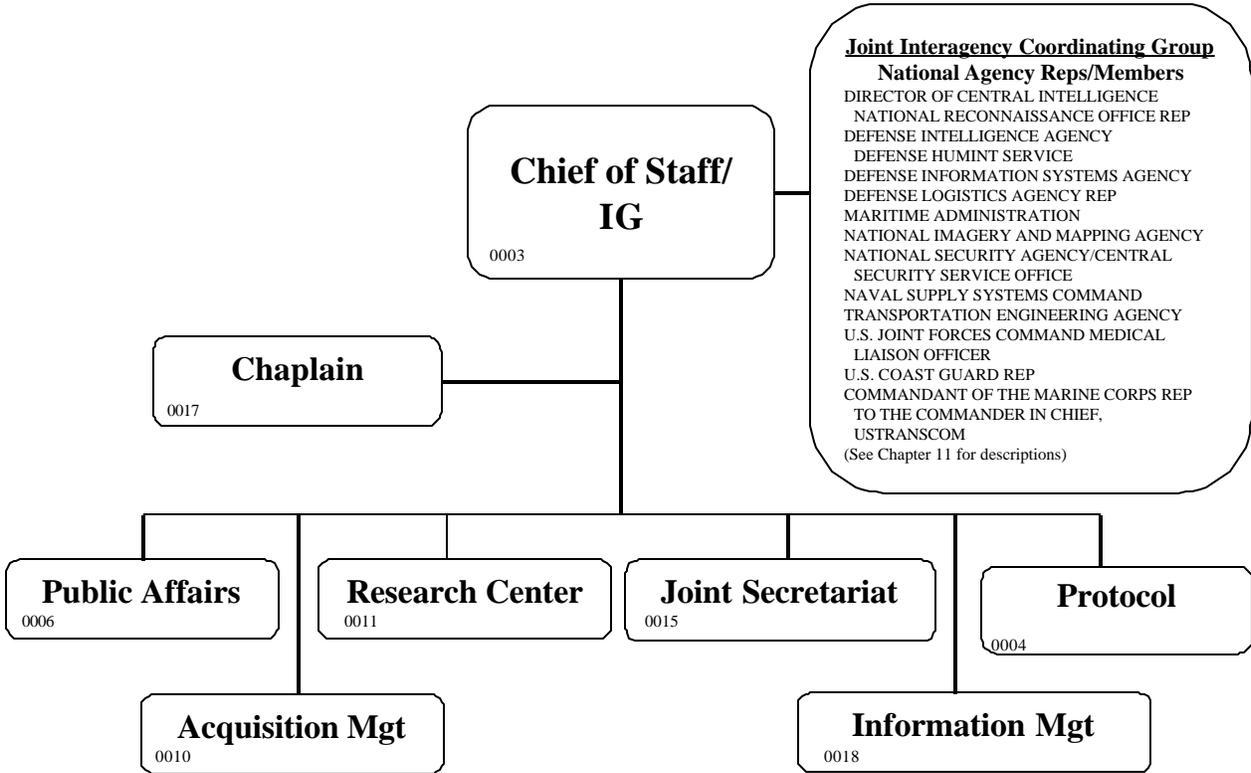


Figure 1-2

## Chapter 2

### COMMAND SURGEON

#### 2.1. Command Surgeon (TCSG) (Para 0700)

- Command Surgeon is dual-hatted as Command Surgeon, USTRANSCOM, and as Command Surgeon, AMC.
- Serves as DOD single manager for the development of policy and standardization of procedures and information support systems for global patient movement; and the provision of all strategic and CONUS theater patient movement.
  - Advises on all health matters.
  - Maintains liaison with USJFCOM on operational medical matters via assigned liaison officer.
  - Supports the US-Canada Integrated Lines of Communication (ILOC) Agreement.
  - Oversees and exercises the Global Patient Movement System.
- Plans, Operations, and Exercises.
  - Reviews medical evacuation and other medical requirements in support of unified commanders.
    - Prepares medical input to supported USTRANSCOM COMMANDER Operations Plans (OPLANs), deployment concepts, component information, and resource requirements.
    - Performs special studies, data gathering, and statistical analysis regarding identified wartime and contingency plans.
    - Conducts patient throughput assessments to identify supportable evacuation policies and provides sustainability analyses of patient movement plan to supported Commander.
      - Plans exercises to train/exercise patient movement forces in execution of their wartime missions.
  - Plans and Logistics.
    - Reviews logistics and transportation support plans for medical implications.
    - Coordinates with other DOD entities and USTRANSCOM logistics initiatives that support patient movement process.
  - Responsible for TRANSCOM Regulating And Command and Control Evacuation System (TRAC2ES).
  - Provides medical input and requirements to support C4S to ensure interoperability of information support systems for the TRAC2ES, the global patient movement system, and Global Transportation Network (GTN).
  - Designs, develops, deploys, and sustains global patient movement doctrine, policy, procedures, and plans. Conducts functional patient movement reengineering and functional process improvement.

#### 2.2. Global Patient Movement Requirements Center (GPMRC) (Para 8000)

- Facilitates all strategic and CONUS theater patient movement and provides global patient in-transit visibility for the DOD in time of peace and war.
- Coordinates lift and destination plans for patients from overseas theaters and from within CONUS, to DOD medical treatment facilities (MTFs), Department of Veterans

Affair (DVA) primary receiving centers (PRCs), and to federal coordinating centers (FCCs) representing the National Disaster Medical System (NDMS).

- Provides deployment personnel and equipment to support and stand up a Joint Patient Movement Requirements Center (JPMRC). The JPMRC provides the capability to manage all aspects of patient movement in a designated theater of operations.
- Provides patient movement guidance to the theaters.
- Provides supporting medical and C4S input and requirements to ensure interoperability and information support system for TRAC2ES, the aeromedical evacuation system, and GTN.

### **2.2.1. Readiness Division (Para 8010)**

- Responsible for all aspects of training, equipping, and deploying of personnel in support of Patient Movement Operations.
- Specific areas of responsibilities include:
  - Monitors deployment status of personnel to include mobility items such as weapons qualification, Cardiopulmonary Resuscitation, and chemical-biological training.
  - Conducts quarterly NDMS bed reporting exercises.
  - Develops, plans, coordinates, and executes Patient Movement Exercises.
  - Trains and integrates members of the JTRU into schedules to include day-to-day operations and exercise support requirements.
  - Reviews and advises planners on all aspects of patient movement to include review of pertinent OPLANs, instructions, joint publications, and directives.
  - Coordinates all contingency plans including alternate site facility exercises, continuity of OPLANs and updating of required memorandums of understanding (MOUs), standard operating procedures, and instructions.
  - Maintains and trains personnel on all aspects of deployable equipment to include International Maritime Satellite (INMARSAT) communications, TRAC2ES mobile (T-mobile), and other communications/electronics.
  - Maintains and processes all security clearances for assigned Command Surgeon personnel.

#### **2.2.1.1. Administration Branch (Para 8011)**

- Responsible for all administrative functions within the GPMRC. Consists of three sections to include the Personnel and Staff Support Branch, Systems Support Branch and the Resource Management Branch.
- Personnel and Staff Support Section is responsible for clerical and administrative support to include meetings, reports, leave, TDYs, time cards, etc.
- Systems Support Section is responsible for office automation support to include the LAN, Enhanced Traffic Management System (ETMS), LOGBOOK, Guardian, the WEB page, software and hardware support, and Functional Area Communications Computer System Manager (FACCSM).
- Resource Management Section is responsible for Budget Management, Manpower, Equipment, Supplies, and the Third Party Insurance Collection Program.

#### **2.2.1.2. Readiness Branch (Para 8012)**

- Responsible for marketing to include managing the GPMRC Web page, and producing and disseminating informational videos and CD's.
- Responsible for Education and Training to include developing and implementing training curriculum for TRAC2ES users, conducting new arrival briefing and orientation, conducting periodic conference to include the Joint Casualty Evacuation Working Group and the Patient Movement Information Conference, and conducting/coordinating required periodic mandatory training to include safety, sexual harassment, privacy, OPSEC, and Equal Opportunity.
- Responsible for Readiness to include contingency operations, contingency medical regulating issues, bed reporting exercises, Reserve personnel support and coordination for COMMANDER sponsored exercises, and review of patient movement requirements in support of all OPLANs.

### **2.2.2. Operations Division (Para 8020)**

- Responsible for normal peacetime medical regulating issues.
- Functional manager of TRAC2ES peacetime module.
- Applies medical regulating policies and procedures approved by Assistant Secretary of Defense (Health Affairs).
- Conducts training program for TRAC2ES users.
- Processes system change requests to TRAC2ES with civilian contractor and the Defense Medical Systems Support Center.

#### **2.2.2.1. Clinical Operations Branch (Para 8021)**

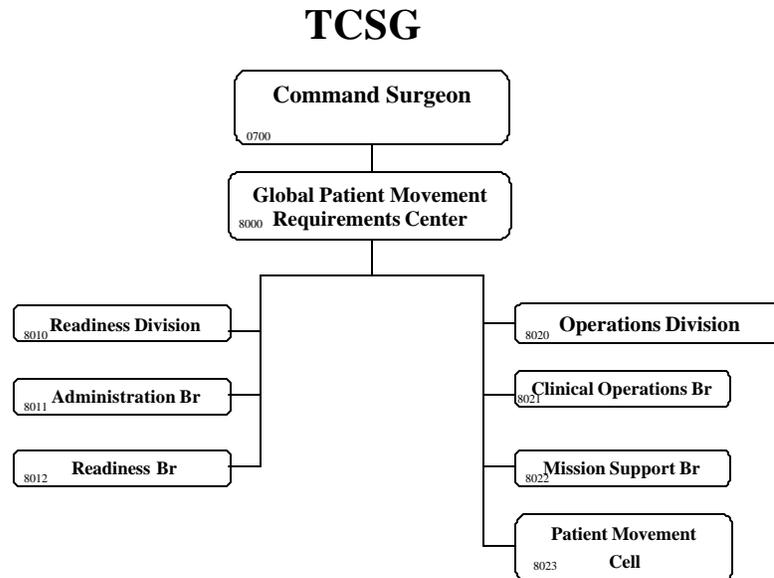
- Responsible for review and validation of clinical and administrative information on patient entry into the patient movement system.
- Through use of the TRAC2ES, this branch reviews all pertinent data prior to entering the patient into the patient movement conveyance of choice.
- For “Urgent” and “Priority” patient movement, this branch clinically validates and obtains approval from the validating theater flight surgeon, coordinates all support during transportation and mission- follows the patient from point of origin to delivery to final destination MTF.
- Responsible for education and training to include development and implementation of the curriculum for TRAC2ES.

#### **2.2.2.2. Mission Support Branch (Para 8022)**

- Responsible for the day-to-day patient movement mission oversight.
- Through use of the TRAC2ES, this branch evaluates the available movement conveyances and places the individual patient against the movement conveyance of choice.
- For “Urgent” and “Priority” patient movement, this branch evaluates the optimal movement conveyance, identifies potential/available conveyance missions and coordinates patient entry into the transportation system using the conveyance of choice.
- Monitors patient movement from point of origin to delivery to final destination MTF.

#### **2.2.2 .3. Patient Movement Cell (Para 8023)**

- Validates patient movements via aeromedical evacuation and interfaces with command staff, medical and operational agencies to monitor patient movement.
- Consolidates worldwide mission data and forwards to other agencies, advises senior USTRANSCOM, HQ AMC and Tanker Airlift Control Center (TACC) staff on critical patient movement and aeromedical evacuation airlift issues for contingency and exercise planning and operations.
- Provides functional control over the Mission Essential Group Personnel (MEGP) medical program.



**Figure 2-1**

## Chapter 3

### CHIEF COUNSEL

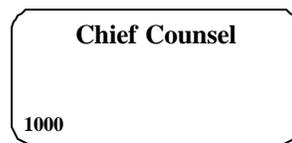
#### 3.1. Chief Counsel (TCJA) (Para 1000)

- The Chief Counsel is dual-hatted as both the Chief Counsel, USTRANSCOM, and as Staff Judge Advocate, HQ AMC.
- Serves as center of excellence for transportation law.
- Provides legal advice to the Commander, Deputy Commander, and staff.
- Renders legal opinions concerning the interpretation and implementation of statutes and regulations.
  - Prepares and reviews implementing regulations for statutes.
  - Reviews and coordinates Service, Joint, and DOD Directives.
- Interacts with component staff judge advocate and legal offices, other unified command legal offices, JCS legal counsel, DOD and Service General Counsels.
- Coordinates and effects liaison with federal, state, and local government agencies in accordance with DOD regulations.
- Together with component legal offices provides advice to component commanders and their staffs on matters affecting the command.
- Maintains interactive liaison with legal counsel for companies and organizations operating within the transportation industry.
- Advises USTRANSCOM on legal issues regarding information technology, and information operations, to include information monitoring and security.
- Serves as legal advisor to the Chief Information Officer (CIO) Program Review Panel (CPRP).
- Participates in the Information Operations Planning Cell and the Critical Infrastructure Program Working Group.
- Reviews all materials prior to placement on USTRANSCOM WWW public access pages.
- Provides legal advice regarding disclosure requirements of FOIA and protection requirements of the Privacy Act.
- Provides legal advice concerning license rights and other intellectual property matters. Provides legal advice on the management, security and transformation of information technology, electronic commerce and electronic record-keeping.
- Acts with IG as oversight authority of intelligence gathering activities of the command.
- Provides legal advice to the command acquisition advisory staff and reviews all major acquisitions and options on awarded acquisitions.
- Maintains liaison and coordinates actions with the servicing legal offices of the base operational contracting squadron and other DOD and non-DOD procurement activities.
- Serves as the Legal Advisor to the USTRANSCOM Contracts Requirements Review Board (CRRB) which reviews command-developed acquisition packages before they are forwarded to contract execution authorities.
- Provides legal advice to the Chairman of the Transportation Committee of the DAR Council.

- Advises USTRANSCOM staff on bid protests, contract disputes, settlement proposals and litigation options, manages USTRANSCOM discovery requests, and represents command in diverse forums to resolve disputes.
- Reviews activation packages for organic sealift assets. Coordinates with USTRANSCOM and MARAD headquarters staffs concerning issues with Maritime Security Program and Cargo Preference Rules. Provides guidance on legislative programs and initiatives related to sealift readiness.
- Participates in government-industry working groups to improve major transportation contracts of component commands.
- Provides advice on legal matters affecting mergers and acquisitions of transportation industry companies and organizations, including those in the international business environment.
- Designated by TCCC as single definitive point of contact for the command on legislative proposals. Prepares and submits draft legislation to DOD for forwarding to Congress to enable USTRANSCOM to better accomplish its mission. Negotiates with Services and other DOD agencies to move legislation through the coordination process to Congress. Negotiates with Congressional Staffers and testifies before Congress, when appropriate. Reviews and objects to legislative proposals from other DOD or other governmental agencies that might adversely impact the USTRANSCOM mission, and negotiates, on behalf of the command, changes to those proposals to eliminate conflict.
- Provides fiscal law advice related to expenditures and utilization of TWCF, ORF, Commander Initiatives Fund (CIF), Command and Control Initiatives Program (C2IP), appropriated, Mobility Enhancement Fund (MEF), and other funds made available to USTRANSCOM.
- Responsible for negotiation and processing of international agreements and the interpretation and application of existing international agreements, to include Acquisition and Cross-Servicing, Cooperative Military Airlift, Status of Forces, North Atlantic Treaty Organization (NATO), and other international agreements.
- Responsible for review of interservice support agreements and command arrangement agreements for compliance with law and DOD policy.
- Provides legal support for Operation DEEP FREEZE (Antarctica) and Support Forces Antarctica, a functional component command of USTRANSCOM.
- Renders advice on compliance with statutory and regulatory requirements, including safety and environmental issues, imposed by domestic and international law on the command as well as the transportation industry (air, land, sea).
- Provides legal advice to the Commander, Deputy Commander, and the USTRANSCOM staff regarding actions of the Carrier Airlift Review Board (CARB) and USTRANSCOM responsibilities under DOD Directive 4500.53.
- Provides counsel on activation of government-owned transportation assets and on activation of readiness programs (Civil Reserve Air Fleet [CRAF], Voluntary Intermodal Sealift Agreement [VISA]) with the commercial sector to meet DOD requirements.
- Represents the command in hearings before the Surface Transportation Board and other administrative bodies.
- Provides advice to DOD, other unified commands, and Service units on travel issues including use of government aircraft, Operational Support Aircraft, and Aeromedical evacuation issues.

- Provides advice and input to DOD on revisions of transportation related directives. Serves as the DOD expert on government and commercial war-risk insurance for transportation assets, specifically vessel and aviation insurance.
- Acts as Designated Agency Ethics Official (DAEO) in support of the administration and maintenance of the command's compliance program mandated by the Procurement Integrity Act and other statutes.
- Approval authority for acceptance of non-federal travel support under the Joint Travel Regulation/Joint Federal Travel Regulation (JTR/JFTR).
- Provides counsel on acceptance, tender, and disposition of gifts by and to the command.
- Represents the command in labor-related hearings, negotiations, and alternative dispute resolution (ADR) proceedings.
- Provides advice on civilian employment law issues.
- Serves as legal advisor to the Civilian Developmental and Advisory Committee (CDAC).
- Reviews for legal sufficiency and renders advice and guidance on reports of investigation or inquiries, including General Accounting Office (GAO) reports, pertinent to USTRANSCOM command activities.
- Responsible for the legal aspects of joint deployment, joint deployment exercises, and coordination of legal matters with other commands.
- Advises on all military justice and disciplinary matters relating to military personnel.
- Coordinates inter-Service procedures to ensure timely and fair disciplinary and adverse personnel actions for all assigned military personnel.
- Advises on the Law of Armed Conflict and International and Operational Law.
- Reviews OPLANs, Contingency Plans (CONPLANs), and rules of engagement.
- Provides legal assistance and preventive law advice to the members of USTRANSCOM.

## TCJA



**Figure 3-1**

## Chapter 4

### FORCE PROTECTION

#### 4.1. Force Protection (TCFP) (Para 0900)

- Assists TCCs in coordinating force protection (FP) of USTRANSCOM strategic lift assets on a daily basis
- Provides Antiterrorism (AT)/FP support to TCJ3 in Crisis Action Team (CAT) and/or JOIC
- Co-Chairs USTRANSCOM Joint Risk Assessment Working Group (JRAWG)
- Maintains continuous coordination with Combatant Commands, Services, TCCs, and other federal agencies to ensure AT/FP synchronization of effort
- Provides USTRANSCOM HQ personnel Level I Antiterrorism/Force Protection security awareness briefings prior to travel OCONUS
- Manages USTRANSCOM AT/FP technology program and represent USTRANSCOM at the Joint Requirements Oversight Council (JROC) Technology Requirements Working Group (TRWG)
- Coordinates with Combatant Commands for security paragraph of Command Arrangement Agreements (CAA)
- Reviews and provides recommendations on TCC AT/FP inputs for USTRANSCOM Integrated Priority List (IPL) and Transportation Working Capital Fund (TWCF) Program Objective Memorandum (POM)
- Coordinates with the Joint Staff on AT/FP issues as required
- Directs the physical security, resource protection, and crime prevention programs for USTRANSCOM HQ personnel
- Airlift Force Protection Cell
  - Assists AMC coordinate force protection (FP) of USTRANSCOM strategic airlift assets on a daily basis.
  - Provides airlift force protection information to FP support in JOIC and/or Joint Mobility Operations Center (JMOC)
  - Oversees AMC security/FP operations for cargo, passengers, and transportation resources.
  - Directly coordinates force protection issues with EUCCOM, SOUTHCOM
  - Coordinates force protection inputs into the USTRANSCOM Joint Mission Essential Task List (JMETL)
- Ground/Port Force Protection Cell
  - Assists MTMC coordinate force protection (FP) of USTRANSCOM strategic ground lift and port operations on a daily basis
  - Provides ground/port FP information to FP support in JOIC and/or CAT
  - Directly coordinates FP issues with PACOM, NORTHCOM, SOCOM
  - POC for physical security
  - POC for USTRANSCOM senior officer (06-08) attendance to AT/FP Level IV Executive Seminar conducted by the Joint Staff
  - Manages TCFP Force Protection Oversight Program (FPOP)
- Sealift Force Protection Cell
  - Assists MSC coordinate FP for USTRANSCOM strategic sealift assets

- Provides sealift FP information to FP support in JOIC and/or JMOC
- Directly coordinates FP issues with CENTCOM, Strategic Command (STRATCOM)
- POC for force protection issues in the Joint Quarterly Readiness Review (JQRR)
- Plans, Programs, and Assessments Cell
  - USTRANSCOM Program Manager for funding emergency and/or emergent AT/FP requirements via the Combating Terrorism Readiness Initiative Fund (CbTRIF)
    - Assists TCCs fund AT/FP requirements
    - Manages USTRANSCOM strategic issue 3.5 (force protection)
    - Conducts TCC AT/FP Program Reviews
    - Coordinates USTRANSCOM inputs for Joint Staff Integrated Vulnerability Assessments (JSIVA)
      - Conducts AT/FP security assessments on USTRANSCOM operations or strategic transportation locations as required
        - POC for homeland security
        - Manages USTRANSCOM written AT/FP Program (USTRANSCOM Instruction 31-4)
  - Security Programs Cell
    - Manages DOD Personnel, Information and Industrial Security Programs.
    - Manages security clearances for personnel assigned to USTRANSCOM.
    - Assists USTRANSCOM personnel in completing clearance packages; processes and dispatches all collateral security clearances.
      - Coordinates personnel security issues with DOD, Service Central Clearance Facilities (CCF), Defense Security Service (DSS), and Office of Personnel Management.
      - Manages DOD database access for verification of security clearances.
      - Coordinates and manages clearance suspensions and derogatory information through Security Information Files (SIF) to the respective Service CCF.
      - Primary security manager for command; provides training and guidance for staff security managers on all security program matters.
        - Manages HQ entry control by coordinating badge access for all USTRANSCOM facilities
          - Conducts Information Security program reviews throughout command.
          - Conducts Annual Security Awareness Training (ASAT) for all assigned personnel.
          - Provides daily customer service relative to security clearances and safekeeping of classified information.
            - Coordinates classified contract documentation on command contracts to ensure the security requirements in the Statement of Work (SOW) and Contract Security Classification Specification are accurately documented.
    - JMOC Support
      - Focal point for threat mitigation support to TCJ3
      - 24 hour coordination with TCCs and Combatant Commands CAT for force protection information.
        - JRAWG support and daily threat mitigation & risk assessment briefing preparation.

# TCFP

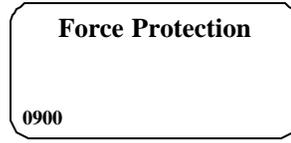


Figure 4-1

## Chapter 5

### MANPOWER AND PERSONNEL DIRECTORATE

#### **5.1. Manpower and Personnel Directorate (TCJ1) (Para 0100)**

Develops and administers the USTRANSCOM manpower and personnel policies/programs.

##### **5.1.1. First Sergeant (Para 0100)**

- Advises Commander, Deputy Commander, Chief of Staff, Service Element Commanders and other staff agencies on matters of health, morale, welfare, and use of enlisted personnel
- Single point of contact for all enlisted matters
- Principal liaison between Command and host wing for matters affecting quality of life for all personnel
- Manages the Air Force Dependent Care Program and oversees other Service Family Care Programs
- Supervises administration of adverse actions to include letters of reprimands, unfavorable information files, control rosters, Article 15s, and administrative discharges
- Reviews awards, decorations, assignments, enlisted performance reports, Professional Military Education selection, retraining, special duty assignments, and training quotas
- Ensures accurate and timely processing of promotions, quality force, and disciplinary actions
- Chairs Service-specific enlisted promotion boards

##### **5.1.2. Military Personnel Programs Division (Para 0110)**

- Responsible for personnel management and administrative services for all military personnel assigned to the command
- Writes personnel annexes for USTRANSCOM's operation plans (OPLANs)
- Performs personnel planning and processes individual augmentation (IA) requests for contingencies, operations and exercises
- Accountable for personnel status during operations/exercises and supports the CAT
- Accountable for personnel status input to the Situation Report (SITREP) during operations/exercises
- Identifies members to attend Joint Professional Military Education (JPME) Phase II

##### **5.1.2.1. Air Force (AF) Element Branch (Para 0111)**

- Branch chief serves as AF Element Commander
  - Exercises Uniform Code of Military Justice (UCMJ) authority
- Advocates full-manning of AF officer and enlisted resources with highest caliber personnel and allocates resources in timely fashion based on mission needs
- Conducts personnel research and analysis
- Performs orderly room functions, to include managing the Drug/Alcohol Abuse Testing Programs, Physical Readiness Programs, leave programs, personnel action requests and evaluation reports

- Conducts day-to-day management and administrative services for all assigned AF military personnel
- Schedules Weighted Airman Promotion System (WAPS) testing
- Provides personnel support to USTRANSCOM's military operations

#### **5.1.2.2. Army Element Branch (Para 0112)**

- Branch chief serves as Army Element Commander
  - Exercises UCMJ authority
- Advocates full-manning of Army officer and enlisted resources with highest caliber personnel and allocates resources in timely fashion based on mission needs
- Conducts personnel research and analysis
- Performs orderly room functions, to include managing the Drug/Alcohol Abuse Testing Programs, Physical Readiness Programs, leave programs, personnel action requests and evaluation reports
- Conducts day-to-day personnel management and administrative services for all assigned Army military personnel
- Schedules and executes all mandatory training events including Army Physical Fitness Test (APFT) and Common Task Testing (CTT)
- Provides personnel support to USTRANSCOM's military operations

#### **5.1.2.3. Navy/Marine Corps/Coast Guard Element Branch (Para 0113)**

- Branch chief serves as Navy Element Commander, ensuring Navy personnel programs (General Military Training, Physical Readiness Program, Drug and Alcohol Testing) are in place and exercising UCMJ authority over Navy enlisted personnel
- Conducts day-to-day pay and personnel management, to include leave accounting, processing of personnel action requests, and forwarding of performance reports, for all assigned Navy/Marine Corps/Coast Guard personnel through interface with Personnel Support Detachment Memphis, Inspector and Instructor Staff at 3<sup>rd</sup> Battalion 24<sup>th</sup> Marines, and appropriate Coast Guard organizations
- Advocates full-manning of Navy/Marine Corps/Coast Guard officer and enlisted resources with highest caliber personnel and allocates resources in timely fashion based on mission needs
- Conducts personnel research and analysis
- Coordinates Professional Military Education (PME); and administers Navy-wide Advancement Examinations
- Provides personnel support to USTRANSCOM's military operations

#### **5.1.2.4 Recognition Branch (Para 0114)**

- Branch chief serves as the command's Equal Opportunity Officer
  - Administers command climate assessment survey
- Administers the command awards and decorations program
- Manages acquisition and accountability of special military uniform items for wear by assigned members, i.e., patches, emblems and nametags
- Manages the Newcomer Orientation Program for the command

- Administers the Officer/Enlisted of the Quarter/Year Program, and oversees selection board procedures

### **5.1.3. Reserve Affairs Division (Para 0130)**

- Operations
  - Plans, develops, and monitors USTRANSCOM's Reserve Augmentation Program
  - Conducts reserve personnel research and analyses and identifies emergent requirements and advertises within the JTRU for resources
    - Reviews and develops reserve policy
    - Reviews Presidential Reserve Call-up (PRC) policy
    - Reviews proposed changes to legislation which impact on accessibility
    - Reviews Joint Staff Mobilization Doctrine
    - Reserve liaison for USTRANSCOM and its component commands (AMC, MSC and MTMC) on reserve-related issues
- Personnel Actions
  - Completes initial personnel processing upon reserve activation
  - Interfaces with JTRU and is command's focal point on all individual reserve personnel matters

### **5.1.4. Manpower Management Division (Para 0140)**

- Resource Management/Programming
  - Provides oversight of Transportation Working capital Fund (TWCF) positions to include TWCF positions at the component commands for POM and Budget Estimate Submission (BES)
    - Initiates program adjustments with Service/OSD counterparts, and reviews/analyzes Defense Planning Guidance (DPG)/OSD/J1 Staff guidance for resource impacts and trends
      - Evaluates content of new or modified legislation/DOD program decisions for possible manpower impact and provides reclama recommendations as appropriate
      - Reviews programmed and budget USTRANSCOM staff appropriated POM submission and AF Financial Plan (FINPLAN) submission
- Requirements Determination/Utilization
  - Evaluates/advises on reorganizations, manpower changes, requests for additional manpower, and conducts organizational and manpower studies
    - Manages and administers the command's Joint Manpower Program (JMP) for all USTRANSCOM active duty and reserve requirements
    - Maintains the Joint Table of Distribution (JTD) and Joint Table of Mobilization Document (JTMD) documenting all manpower requirements for the command
    - Administers the Command Manpower and Personnel Board (MPB) and evaluates requests for additional manpower and presents sourcing options for board consideration
    - Develops implementing policies, procedures and practices for management of USTRANSCOM's manpower resources IAW Joint Staff and Service policies
    - Command focal point for competitive sourcing issues

### **5.1.5. Civilian Personnel and Training Division (Para 0160)**

- Focal point for civilian personnel actions and documents to include advising on Office of Personnel Management (OPM), DOD, Air Force, Joint Staff and USTRANSCOM requirements, instructions and policy directives
  - Provide liaison with servicing Civilian Personnel Flight, Air Force Senior Leadership Management Office for Senior Executive Service (SES) personnel, Air Force Personnel Center's Career Program Division and Civilian Personnel Division. Actions relating to TRANSCOM civilian personnel include classification reviews, filling positions, details, promotions, pay matters, appraisals, leave issues, compensatory/overtime issues, separations and implementing hiring freezes and grade controls
    - Provides information, guidance and instruction to the TRANSCOM Budget Division affecting matters of budget, average salaries and wages, pay administration, costs of civilian personnel and work year execution
    - Provide liaison for civilian affirmative employment program, special emphasis programs for minority groups and disabled, and discrimination complaints.
    - Focal point for the development and maintenance of civilian personnel directives, instructions, policies and procedures
      - Administers civilian awards programs for performance and incentive awards
      - Develops and manages human resource planning tools and accomplishes trend analysis and metrics as they relate to human resource objectives and provides input to commands CONOPs
      - Plans and integrates military and civilian human resource programs into command's strategic plans and conducts periodic assessments of command human resources programs and initiatives
      - Monitors Quality of Life (QOL) issues affecting the command and policies of OSD, Joint Staff and military departments and evaluates content of new or modified legislation/DOD program decisions for projected impact to QOL
      - Responsible for command's input to Human Resources Panel, Quadrennial Defense Review (QDR), Integrated Priority List and Annual Command Report
      - Reviews and provides TCJ1 input to all matters of National Defense Policy and Joint Doctrine as it affects USTRANSCOM
      - Compiles and provides TCJ1 input to Readiness issues including JMRR, JWCA/JROC, Commander's Quarterly Report to the SECDEF and SECDEF's Report to Congress
  - Liaison for all timecard issues
  - Approves, monitors and executes USTRANSCOM mission and readiness training, career development and enhancement requirements for military and civilian members
    - Coordinates training, career development and enhancement training classes with appropriate sources
      - Maximizes use of on-site training and available on-base training facilities
      - Systematically identifies training and development requirements for each USTRANSCOM position and correlates with incumbents' needs to assist supervisor develop individual development plans
    - Focal point for civilian and military training and development directives, instructions, policies and procedures

- Maintains required publications, catalogs, brochures and pamphlets concerning training, including sources and availability of classes.
- Plans and implements command training and development budget and initiatives in coordination with the USTRANSCOM Civilian Development Advisory Council
- Administers USTRANSCOM's quality awards and suggestion program
- Administers the Civilian of the Quarter/Year Program, and oversees selection board procedures

# TCJ1

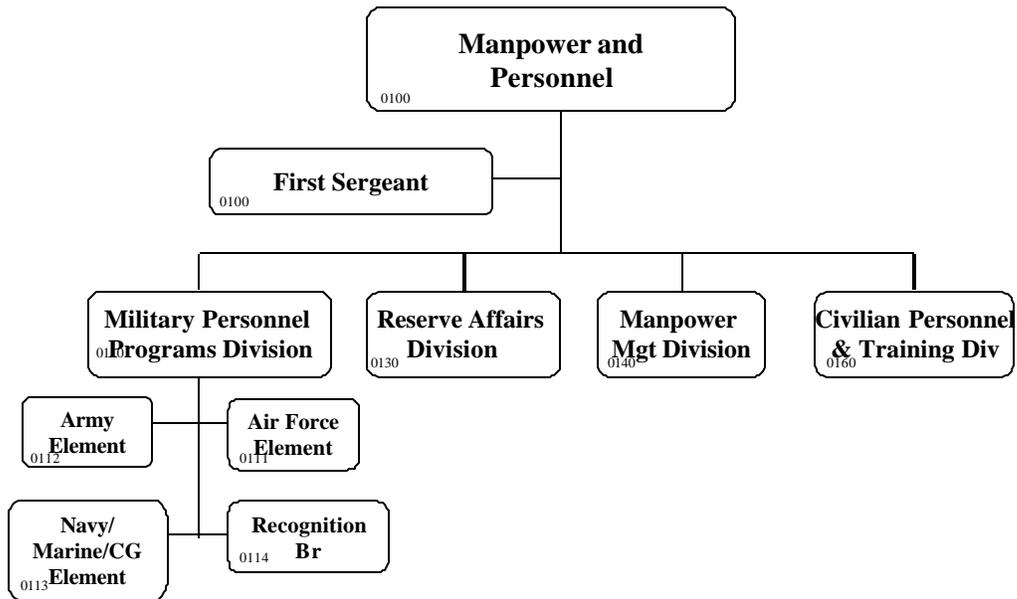


Figure 5-1

## Chapter 6

### INTELLIGENCE DIRECTORATE

#### **6.1. Intelligence Directorate (TCJ2) (Para 0200).**

- Directs all peacetime and wartime intelligence activities for USTRANSCOM and subordinate TCCs.
- Develops USTRANSCOM intelligence policy, programs, doctrine, organizational concepts, and implementation strategies.
- Directs development and implementation of intelligence support to global USTRANSCOM operations, plans, CAT, exercises, and deployments.
- Directs the development and implementation of coherent transportation intelligence strategy supporting USTRANSCOM's global mission.
- Directs operational intelligence support activities, to include relevant intelligence analyses and dissemination strategies.

#### **6.1.1. Special Security Division (Para 0210)**

- Provides USTRANSCOM and AMC Senior Intelligence Officers' security advice on all Sensitive Compartmented Information (SCI) initiatives, issues, programs, and policies.
- Represents USTRANSCOM and AMC at national-level special security conferences.
- Provides support to other national, Service, component, and Major Command (MAJCOM) security agencies involving control, sanitization, secure transmission, secure automated processing, secure dissemination, and secure production of SCI information.
- Single authoritative POC for all SCI security policy interpretation, guidance, and implementation for USTRANSCOM, AMC, and AMC subordinate units.
- Program manager for USTRANSCOM, AMC, and AFCA SCI personnel security programs.
- Program manager for USTRANSCOM and AMC physical, communications, and Emissions Security (EMSEC) Programs.
- Provides oversight and guidance to USTRANSCOM and AMC SCI Facilities (SCIFs) on Scott AFB and all AMC unit SCIFs within CONUS.
- Manages the Site Inspectable Space EMSEC Program for USTRANSCOM and AMC SCIFs as it relates to SCI communications and automated information systems.
- Oversees the SCIFs' security programs.
- Program manager for USTRANSCOM and HQ AMC SCI Document Security Program.
- Manages the marking, accountability, and dissemination of SCI documents.
- Manages the local SCI Courier Program.
- Performs initial and recurring SCI security education, training, and indoctrination programs.

#### **6.1.2. Plans and Programs Division (Para 0220)**

- Develops visionary integrated intelligence programs for USTRANSCOM and components.

- Develops intelligence annexes to USTRANSCOM Operations Plans (OPLANs), Operations Orders (OPORDs), and execution plans.
- Plans, programs, and budgets intelligence resources.
- Reviews and coordinates component intelligence plans, programs, and intelligence budget submissions.
- Acts as command Foreign Disclosure Policy Office.
  - Coordinates disclosure requests with DOD and Service Offices of Primary Responsibility (OPRs).
- Manages professional intelligence training for USTRANSCOM.
- Conducts exercise and contingency planning.
- Formulates organizational goals and objectives, including goals and objectives of component intelligence organizations.
  - Identifies and monitors strategic issues.
  - Manages USTRANSCOM reserve affairs intelligence issues.
- Responsible for USTRANSCOM intelligence planning, programming, and budgeting system aspects of the National Foreign Intelligence Program (NFIP) and Tactical Intelligence and Related Activities (TIARA).
  - Compiles and submits USTRANSCOM annual General Defense Intelligence Proposed Program (GDIPP).
  - Monitors the adequacy and currency of component intelligence programming under GDIPP.

**6.1.2.1. Plans and Policy Branch (Para 0221)**

- Focal point for developing, planning, and coordinating the intelligence manpower and equipment requirements for global wartime and exercise operations.
- Establishes intelligence policies and procedures to execute JCS and theater war plans.
  - Develops and coordinates intelligence annexes in USTRANSCOM war plans.
  - Validates wartime intelligence requirements for AMC, MSC, and MTMC.
- Represents USTRANSCOM intelligence concerns at exercise planning conferences.
- Formulates intelligence objectives and master scenario events lists for exercises with USTRANSCOM participation.
- Serves as OPR for command reserve affairs intelligence issues.
- Supports intelligence input to supporting OPLANs, OPORDs, and development of policy and joint doctrine.
- Articulates intelligence policy, which guides the overall USTRANSCOM Intelligence Program.
- Reviews, evaluates, and coordinates intelligence manpower at USTRANSCOM and component levels.
- Formulates long-range intelligence plans for TCJ2.
- Manages formal intelligence training for USTRANSCOM.
- Formulates USTRANSCOM intelligence organizational structure.
- Develops guidance for prioritizing required capabilities and resource allocations.
- Reviews and supports the alignment of USTRANSCOM intelligence planning with DOD, the Services, and various agency master planning architectures.

- Responsible for foreign disclosure programs in accordance with SECDEF national disclosure policy procedures..

#### **6.1.2.2 Intelligence Programming Branch (Para 0222).**

- Prepares, submits, and advocates for USTRANSCOM's share of the National Foreign Intelligence Program (NFIP).
  - Prepares annual General Defense Intelligence Program (GDIP) submissions.
  - Prepares annual Foreign Counterintelligence Program (FCIP) submissions.
  - Prepares annual National Imagery and Mapping Agency Program (NIMAP) submissions.
    - Prepares annual Transportation Working Capital Fund (TWCF) submissions..
- Screens, validates, and prioritizes programmed requirements and submits to national intelligence agencies as required.
- Prepares annual financial plans in all programs.
- Advises TCJ2 management at all levels on issues of financial planning.
- Executes annual budgets and maintains all financial documentation as required.
- Reports financial status as required.

#### **6.2. Joint Intelligence Center – Transportation (JICTRANS) (division-level) (Para 2000)**

- Provides indications and warning, situation analysis, and transportation intelligence specifically tailored to support the deployment and sustainment of United States forces on a global scale.
- Provides intelligence for USTRANSCOM and its components, supporting operations across the conflict spectrum, assessing potential enemy capabilities to attack, disrupt, or diminish U.S. transportation capabilities.
- USTRANSCOM focal point for production of transportation intelligence.
- Produces operational intelligence analysis in support of USTRANSCOM's worldwide mission, including assessments of transportation capabilities, nodes, and networks supporting global mobility strategy and the transportation mission.
- Identifies and incorporates military, political, economic, and demographic information affecting potential usefulness of transportation facilities and infrastructure related to current and estimated analysis of foreign transportation infrastructure capabilities.
- Supports USTRANSCOM deliberate planning efforts by identifying, researching, analyzing, and publishing focused, all-source intelligence on foreign transportation facilities and infrastructures.
- In coordination with the other unified command and Service intelligence production centers, produces transportation intelligence to meet the needs of USCINCTRANS, component commanders and staff, and other transportation intelligence consumers, including OSD, JCS, Services, and other unified commands.
- In coordination with the Defense Intelligence Agency (DIA), develops transportation intelligence strategies for the DOD, to include product and analytical standards, and procedures for collaborative, integrated production of transportation intelligence.
- Supports DIA in developing and managing transportation intelligence databases and enhancing the JOPES and its successors.

- As a unified command production center, produces transportation intelligence documents to meet responsibilities as both primary and collaborative producer under the DOD Intelligence Production Program (DODIPP).
- Through the Joint Operations Integration Cell (JOIC), serves as a member of the DOD Indications and Warning System.
- Serves as USTRANSCOM Validation Office for production requirements under DODIPP.
- Reviews, validates, and monitors responses to customer requests for intelligence.
- Reviews current and proposed production to ensure compliance with approved DOD, JCS, command, and Service missions, functions, and objectives, as well as sound management principles.
- Manages the command Top Secret Control Registry and NATO Secret Subregistry.

#### **6.2.1. Joint Operations Integration Cell (JOIC) (Para 2010)**

- Conducts daily threat briefings to TRANSCOM principals, Joint Mobility Operations Group (JMOG) and CAT.
- Participates and voting member in AMC Threat Working Group.
- Participates and chairs Joint Risk Assessment Working Group
- Provides fused intelligence products and analysis to crisis and deliberate planning for J3, J5 and component commands.
- Coordinates and provided threat warning to commercial transportation partners.
- Provides daily current intelligence/warning brief to Director of Intelligence (J2) and his senior staff.
- Produces daily intelligence read books for CINCTRANS, J2 and other USTC directorates.
- Draft and coordinate CONOP/OPORD Intelligence Annexes to J3 and J5.
- Identifies, prepares and submits standing and ad hoc collection requirements on countries worldwide.
- Serves as the USTRANSCOM focal point in the DOD Indications and Warning (I&W) System.
- Provides indications and warning, current intelligence, and situation analysis related to deployment and sustainment of United States forces on a global scale.
- Provides 24 hour a day, 7 day a week indications and warning (I&W), current intelligence, and situation analysis related to deployment and sustainment of United States forces on a global scale.
- Monitors Watch Conditions (WATCHCON) status for USTRANSCOM and drafts and issues WATCHCON changes using the DIA I&W web portal.
- Issues alerts, notices, warnings, and current intelligence updates to USTRANSCOM MCC and TCC's.
- Provides current intelligence and strategic I&W warning in support of AMC TACC secure launch calls.
- JICTRANS after hours focal point for request for information (RFI) request's from USTRANSCOM TCCs.
- Provides analytical continuity and direction on global issues in support of 24 hour I&W watch functions, through daily night orders and the weekly I&W watch list.

- Manages USTRANSCOM I&W program and USTRANSCOM segment of DIA I&W web portal.

### **6.2.2. Transportation Infrastructure Division (Para 2020)**

- Develops and implements responsive, integrated transportation intelligence strategies to support USTRANSCOM's global mobility mission.
- Identifies and articulates transportation intelligence requirements of USTRANSCOM, its components, and other unified commands to support deliberate and contingency planning.
- Develops annual and longer-range transportation intelligence prioritized production schedules for worldwide ports.
- Recommends new or modified products or product lines in response to customer requirements and to take advantage of emerging technologies.
- Serves as TCJ2/JICTRANS liaison with DIA and the DOD Intelligence Production Community (DODIPC) to ensure transportation intelligence requirements are met through joint production efforts of unified command and Service production centers.
- Works closely with USTRANSCOM Validation Office for production requirements under DODIPP.
- Reviews current and proposed production to ensure compliance with approved DOD, JCS, command, and Service missions, functions, and objectives, as well as sound management principles.

#### **6.2.2.1. USCENTCOM Branch (Para 2021)**

- Produces all-source transportation intelligence on countries in the USCENTCOM Area of Responsibility (AOR).
- Provides intelligence support to USTRANSCOM deployment operations, planning, and exercises occurring within the USCENTCOM AOR.
- Identifies, prepares, and submits standing and ad hoc collection requirements on countries in the USCENTCOM AOR.
- Evaluates and directs collection efforts through the Intelligence Information Request (IIR) evaluation process.
- Performs substantive intelligence analysis and provides command-level briefings on integrated transportation systems and supporting infrastructures in countries in the USCENTCOM AOR.

#### **6.2.2.2. USEUCOM Branch (Para 2022)**

- Produces all-source transportation intelligence on countries in the USEUCOM AOR, to include the territory of the Former Soviet Union west of the Urals.
- Directs intelligence support to USTRANSCOM deployment operations, planning, and exercises occurring within the USEUCOM AOR.
- Identifies, prepares, and submits standing and ad hoc collection requirements on countries in the USEUCOM AOR.
- Evaluates and directs collection efforts through the IIR evaluation process.

- Performs substantive intelligence analysis and provides command-level briefings on integrated transportation systems and supporting infrastructures in countries in the USEUCOM AOR.

#### **6.2.2.3. USPACOM Branch (Para 2023)**

- Produces all-source transportation intelligence on the countries in the USPACOM AOR, to include the Russian Far East.
- Directs intelligence support to USTRANSCOM deployment operations, planning, and exercises occurring within the USPACOM AOR.
- Identifies, prepares, and submits standing and ad hoc collection requirements on countries in the USPACOM AOR.
- Evaluates and directs collection efforts through the IIR evaluation process.
- Performs substantive intelligence analysis and provides command-level briefings on integrated transportation systems and supporting infrastructures in countries in the USPACOM AOR.

#### **6.2.2.4. USSOUTHCOM Branch (Para 2024)**

- Produces all-source transportation intelligence on the countries in the USSOUTHCOM AOR.
- Provides intelligence support to USTRANSCOM deployment operations, planning, and exercises occurring within the USSOUTHCOM AOR.
- Identifies, prepares, and submits standing and ad hoc collection requirements on countries in the USSOUTHCOM AOR.
- Evaluates and directs collection efforts through the IIR evaluation process.
- Performs substantive intelligence analysis and provides command-level briefings on integrated transportation systems and supporting infrastructures in countries in the USSOUTHCOM AOR.

#### **6.2.3. Production Operations Division (Para 2030)**

- Manages dissemination of all-source hard copy, video and electronic media transportation intelligence to USTRANSCOM staff, components, and units.
- Directs USTRANSCOM's Mapping, Charting, and Geodesy (MC&G) Program.
- Participates in the production of all transportation and special topic briefings to the USTRANSCOM staff, components, and distinguished visitors.
- Manages the JICTRANS intelligence library and information management of J2 web site.
- Manages all system requirements for JICTRANS.
- Manages and produces Geospatial products for JICTRANS

##### **6.2.3.1. Presentations Branch (Para 2031)**

- Acts as the TCJ2 point of contact for all internal and external presentation requirements.
- Constructs and edits computer-based and other graphics to support intelligence production.

- Serves as system administrator for the JICTRANS graphics production suite.
- Advises Commander, JICTRANS, on presentations systems acquisition issues.
- Reviews and analyzes classified intelligence materials to properly assemble intelligence products providing worldwide transportation intelligence information affecting USTRANSCOM and its component commands' operations.
- Fuses all-source intelligence data into different video/multimedia packages to streamline intelligence dissemination, increasing comprehension of the same.
- Supports Global Intelligence Reach.
  - Intelligence to the Desktop
  - Reinforces intelligence manpower supporting the MCC.
- Produces video/multimedia in support to USTRANSCOM special projects.
- Provides support to the Joint Mobility Control Group (JMCG).
- Multimedia test bed for the entire DOD intelligence arm. Develops methodologies to disseminate current and future intelligence products.
  - Supports the fulfillment of DOD Vision Force 2015.
  - Joint Intelligence Virtual Architecture.

#### **6.2.3.2. Systems Support Branch (Para 2032)**

- Provides a central communication interface between the Primary functional users of systems (TCJ2-J) and the technical systems personnel.
- Represents TCJ2-J at the Functional Requirements Working Group (FRWG)--forum to identify and prioritize funding for new systems requirements.
- Provide FACCSM support for unclassified and collateral LANS--includes providing first-line computer support to all TCJ2-J personnel in resolving daily operational systems problems.
- Research, propose and advocate new technologies and software applications to improve TCJ2-J processes.
- Provides program management for TCJ2-J systems. Coordinates integration of systems and upgrades.
- Represents TCJ2 as the functional expert in a number of National Program Management Boards to ensure requirements are vetted in the intelligence community.
- Implements MC&G Program for USTRANSCOM and develops programs for components in support of transportation intelligence production.
- Serves as technical consultant on all cartographic, geodesy, geopositioning, nautical, and aeronautical chart issues.
- Serves as USTRANSCOM focal point for interface concerning MC&G issues with the National Imagery & Mapping Agency (NIMA)
- Consolidates & submits command MC&G requirements and war reserve requirements to NIMA.
- Performs continuing technical photogrammetric and cartographic intelligence activities and develops products, services, and Courses of Action (COAs) which respond to command programs.
- Produces intelligence geospatial products for USTRASCOM.
- Provides Information Management services on both intelligence web sites.

#### **6.2.3.3. Research Center (Para 2033)**

- Provides research services for JICTRANS.
- Provides access to both hard copy and electronic library resources.
- Maintain and provide the updates to the Non-combatant Evacuation Operations (NEO) packs.

#### **6.2.4. Asymmetric Threat Division (Para 2040)**

- Provides current intelligence support and produces transportation intelligence support on countries worldwide.
- Provides intelligence support to USTRANSCOM deployment operations, planning, and exercises occurring worldwide.
- Reviews, validates, and monitors responses to customer requests for current intelligence.
- Provides tailored intelligence updates daily or as needed (in both written and briefing formats) to USTRANSCOM TCCs.
- Coordinates draft products with national agency and Regional Combatant Command counterparts as appropriate prior to submitting to JICTRANS and USTC/J2 for approval.

##### **6.2.4.1. CI/CT Analysis Branch (Para 2041)**

- Identifies, prepares, and submits standing and ad hoc collection requirements on countries worldwide.
- Ensures significant foreign intelligence threat information is provided to CINC, TCJ2, and Joint Staff.
- Coordinates draft products with national agency and Regional Combatant Command counterparts as appropriate prior to submitting to JICTRANS and USTC/J2 for approval.

##### **6.2.4.2. Political/Military Analysis Branch (Para 2042)**

- Identifies, prepares, and submits standing and ad hoc collection requirements on countries worldwide.
- Performs substantive intelligence analysis and provides command-level briefings on political and military developments, Force Protection, and integrated transportation systems and supporting infrastructures in countries worldwide.
- Coordinates draft products with national agency and Regional Combatant Command counterparts as appropriate prior to submitting to JICTRANS and USTC/J2 for approval.

##### **6.2.4.3. Information Operations (IO) Analysis Branch (Para 2043)**

- Produces tailored intelligence reports, point papers, and briefings on IO topics for USTRANSCOM staff and components as tasked.
- Researches, analyzes, and assesses IO threats worldwide and tailors information to USTRANSCOM and component missions of airlift, sealift, and foreign transportation infrastructure. Articulates ideas and concepts clearly for staff and senior officer decision-making audiences.
- Displays solid knowledge of IO asymmetric threat and its effect / impact/ relationship to the USTRANSCOM mission.

- Coordinates draft products with national agency and Regional Combatant Command counterparts as appropriate prior to submitting to JICTRANS and USTC/J2 for approval.

#### **6.2.5. Collection Management Office (Para 2050)**

- Ensures command intelligence requirements for OPLANs, CONPLANs, intelligence products, and current operations are satisfied through management of collection taskings of national, theater, and organic collection assets.
- Develops, validates, submits, and monitors all-source intelligence collection tasking supporting USTRANSCOM.
- Prepares USTRANSCOM policy, strategy, and guidance on intelligence collection requirements.
- Maintains information on all intelligence collection systems and sources.
- Serves as OPR for USTRANSCOM input to national, DOD, and unified command-level collection requirements management architecture.
- Coordinates collection actions supporting USTRANSCOM special projects and monitors command interest national reconnaissance programs.
- Ensures command needs and requirements are addressed for both current and future collection system capabilities.
- Represents USTRANSCOM at all multi-source and system-specific intelligence collection conferences.

#### **6.2.6. Imagery Office (Para 2060)**

- USTRANSCOM point of contact for imagery requirements in support of command operation plans, contingencies, exercises, special missions, daily operations, and global mobility mission.
- Provides imagery analysis in support of intelligence production.
- Acquires near-real-time and historical imagery in support of intelligence missions through imagery Dissemination Element.
- Establishes standing imagery requirements in support of ongoing USTRANSCOM and component command areas of interest.
- Performs technical photogrammetric and cartographic intelligence activities and develops products, services, and courses of action in response to command requirements.

#### **6.2.7. Intelligence Systems Division (Para 2100)**

- Manages the USTRANSCOM Intelligence Data Handling System (IDHS) and access to national-level databases via IDHS/DOD Intelligence Information Systems (DODIIS) capabilities.
- Coordinates system interface, access, and technical issues in support of the USTRANSCOM IDHS architecture; and is responsible for system life cycle management.
- Performs requirements validation, planning, and acquisition of intelligence information systems.
- Responsible for Project Action Officer and Project Management Office liaison for DODIIS migration systems; pre-plans site preparation, hardware and software acquisitions, initial training, system installation, and final acceptance procedures.

- Manages the TCJ2 intelligence systems acquisition process, including all contracts that provide technical support, hardware and software maintenance, and systems integration functions for all systems and applications. Acts as the “process owner” for acquisitions of all-primary Intel systems and peripheral equipment associated with the Systems Division and support to the intelligence customer.

#### **6.2.7.1. Intelligence Systems Integration Team (Para 2110)**

- Administers the TCJ2 Systems Integration Management (SIM) board structure, represents TCJ2 on TCJ6 C4, Intelligence, Surveillance, and Reconnaissance (C4ISR) boards, performs DODIIS reporting, and maintains operational, technical and systems architecture IAW C4ISR Architecture Framework.
- Executes baseline configuration management; controls configuration, records hardware and software baselines, publishes control changes to the baselines, and implements configuration management requirements for hardware and software identification, change control, accounting and audits.
- Represents USTRANSCOM at DODIIS management boards and coordinates with program management offices to ensure future USTRANSCOM intelligence systems requirements are incorporated into the development and acquisition of DODIIS migration systems.
- Performs project oversight and management of intelligence systems, including General Defense Intelligence Program (GDIP) systems resource strategic planning, execution planning, and contracting; Command Intelligence Architecture/Planning (CIAP) systems interface; and migration DODIIS architecture strategic planning functions.

#### **6.2.7.2. Intelligence Systems Operation Branch (Para 2120) (OPCON to TCJ6)**

- Engineers, installs, configures, and maintains TCJ2 intelligence system and networks.
  - Provides technical engineering support to Systems Integration Management Office (SIMO) subworking groups.
    - Provides technical expertise and support for installation of DODIIS migration systems, automation support hardware, software, databases, networks, upgrades, and patches.
  - Responsible for configuration changes and customizing baselined TCJ2 automation support.
  - Responsible for day-to-day tasking and management of DODIIS Single Service Logistics Support Manager contractors to ensure timely automation repair actions.
  - Program manager for USTRANSCOM and AMC intelligence computer security. Manages the Defense Intelligence Agency (DIA) Site Based Accreditation Program for all Intelligence Data Handling System (IDHS) SCI Systems.
  - Information System Security Manager:
    - Oversees the security of intelligence systems that process SCI for Responsible for ADP baselines, inventories, license management, and system testing: POC for monitoring the change control process through the intelligence customer support desk.
      - Local focal point for DODIIS computer security policies, actions, and requirements.
      - Provides guidance and participates in the accreditation of new and existing systems.

- Oversees implementation of site computer security policies and procedures IAW DIA policies.
- Coordinates certification and accreditation actions with the DIA and its executive agencies.
- Assists units not connected to the IDHS Network in obtaining and maintaining their computer security accreditations.
- Provides support to other national, Service component, and major command security agencies involving the control, sanitization, secure transmission, secure automated processing, secure dissemination, and secure production of SCI.
- Program manager for USTRANSCOM and AMC intelligence computer security. Manages the DIA Site Based Accreditation Program for all local and IDHS SCI systems. Develops, coordinates, and implements command intelligence systems security policies, procedures, and standards based on CIA, DIA, DISA, and HQ USAF directives.
- Operates USTRANSCOM's 24/7 Sensitive Compartmented Information Communications Center.
- Ensures intelligence systems interoperability with national intelligence databases, components, and unified command intelligence systems capabilities.
- Provides local area network, wide area network, and metropolitan area network interface for TCJ2 with TCJ6.
- Operates round-the-clock intelligence communications and computer systems center enabling USTRANSCOM and HQ AMC to plan, schedule, and direct worldwide intelligence operations for DOD. Maintains and controls operational resources to include personnel, systems, and facility management of the IDHS center.
- Manages the Special Security Office (SSO) Communications Center Contingency Plan. Confers with analysts, programmers, maintainers, and customers on system capabilities, operational requirements, and program identification and resolution.
- Controls job flow, troubleshoots software and hardware problems, and coordinates with programmers and field engineers to implement recovery actions.
- Initiates intelligence help desk reports for customer reported hardware/software malfunctions and system upgrade or modification requests.
- Processes incoming and outgoing messages to include routing, logging, and distribution.
- Monitors all message traffic for security compliance.
- Operates the Joint Worldwide Intelligence Communications System video teleconference suites.
- Monitors the computer facility environment, fire sensing, and power equipment.
- POC for monitoring and tracking customer calls through the intelligence customer support desk.

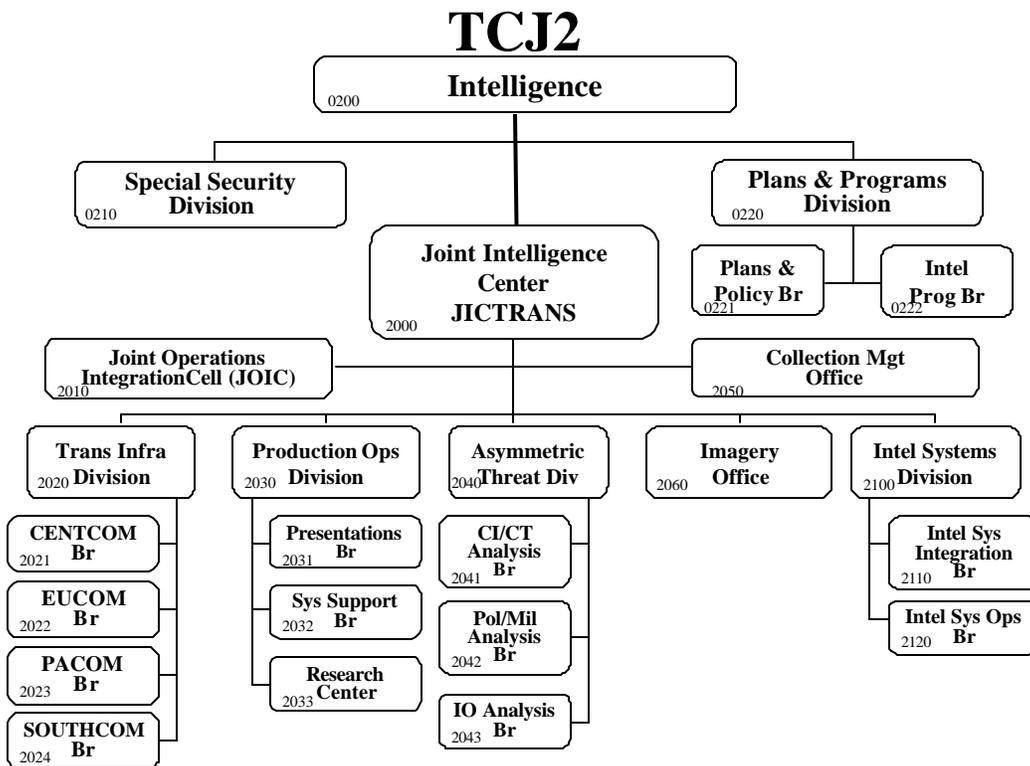


Figure 6-1

## Chapter 7

### OPERATIONS DIRECTORATE

#### 7.1. Operations Directorate (TCJ3) (Para 0300)

The USTRANSCOM command and control structure, in place to control production, is the JMCG. JMCG is based on the principle of centralized control and decentralized execution of validated movement requirements. The Joint Chiefs of Staff (JCS) Pub 1 defines C2 as, “planning, directing, and controlling operations of assigned forces pursuant to the mission assigned.” Commander, USTRANSCOM uses the C2 *structure, processes, and systems* of the JMCG to manage the DTS. JMCG is the federation formed by JMOC; the JMOC is USTRANSCOM’s command and control element with matrixed operational capability and support, Requirements & Analysis Division, and USTRANSCOM TCCs. The Operations Integration Division is the functional advocate and integrator of all DTS operational systems. USTRANSCOM C2 elements include the Global Patient Movement Requirements Center (GPMRC), Joint Operational Support Airlift Center (JOSAC), Force Protection, Joint Interagency Coordination Group and the Joint Operations Intelligence Center (JOIC). The JMCG links USTRANSCOM with our component commands.

- Provides Commander, USTRANSCOM the capability to exercise combatant command of assigned forces worldwide and provide air, land, and sea transportation for DOD.
- Single-face to the customer for all USTRANSCOM controlled movement requirements.
- Works collaboratively with customers world-wide to anticipate movement requirements and develop optimum transportation solutions.
- Responsible for determining transportation feasibility, synchronizing competing requirements, and developing end-to-end transportation solutions during peace, crisis, or war.
- Maintains centralized control and visibility of DOD transportation and aerial refueling assets and movement operations conducted by component commands.
- Responsible for current operations, including appropriate command and control, involving the execution of approved operations plans in support of the Joint Staff and unified and specified commands.
- Develops and defines functional requirements of transportation-related systems which promote coordinated transportation operations among component commands and external agencies.
- Serves as the command’s single POC for Special Technical Operations (STO), special category, and special access programs.
- Receives, validates, prioritizes, and schedules transportation requirements for CONUS Operational Support Airlift through the Joint Operational Support Airlift Center (JOSAC).
- Responsible for CAT operations, to include procedures, training, manning, and facilities.
- Responsible for determining operational requirements for, reviewing, analyzing, and integrating all DOD major transportation systems in conjunction with the Command, Control, Communications, and Computer Systems Directorate (TCJ6).
- Represents DOD-wide interest in controlling configuration, requirements, and priorities for GTN/GTN-21.
- Serves as co-chair of the USTRANSCOM Chief Information Officer (CIO) Program Review (CPRP) Board.

### **7.1.1. Deputy Director, Operations (Para 0300)**

- Serves as principal advisor to TCJ3 on current operations, including appropriate command and control.
- Coordinates with Joint Staff, unified commands, component commands, and other agencies to include industry to ensure end-to-end transportation solutions are developed for all movement requirements presented to TRANSCOM during peace, crisis, potential contingency, or war.
- Provides oversight for the execution of worldwide transportation supporting deployments, redeployments, and sustainment during peacetime, contingencies, national emergencies, and training exercises.
- Oversees development and implementation of In-Transit Visibility (ITV)/Quality Assurance operations and metric development.
- Provides oversight in support of the Special Technical Operations (STO), special category, and special access programs.
- Ensures all CONUS JOSAC requirements are maintained and executed.
- Continually coordinates with AMC and Air Reserve Component (ARC) representatives to improve the interface and enhance the efficiency of air mobility.
- Oversees the command Information Operations initiatives.
- Serves as primary TCJ3 member to the USTRANSCOM Strategic Planning Counsel and primary TCJ3 member to the Manpower Personnel Board.
- Serves as the alternate chair to the Joint Airlift Logistics Information System (JALIS) Configuration Management Board (CMB).
- Serves as co-chair of the USTRANSCOM Chief Information Officer (CIO) Program Review Panel (CPRP) with the Deputy TCJ6.
- Recommends actions to better meet the needs of DTS customers and correct/overcome shortfalls.
- Recommends improvements to enhance the functionality of the DTS.

### **7.1.2. Unified Command Liaison Offices (Para 0310)**

- Provides advice, assistance, and guidance on joint transportation issues associated with supported command operations, plans, exercises, policies, and procedures.
- Serves as JOPES POC for development of Time-Phased Force Deployment Data (TPFDDs) during planning and execution of OPLANs.
- Assists the supported Commander's battle staff to facilitate and resolve transportation issues.
- Coordinates and collaborates with other USTRANSCOM liaison officers as required.

### **7.1.3. Special Access Office (Para 0320)**

- Modeled after the Joint Staff STO Division, provides special access/STO support for USTRANSCOM throughout a broad range of unique military capabilities in support of Joint Staff taskings.
- Maintains liaison and ensures coordination with other unified commands, Services, and national agencies on STO responsibilities.

- Maintains and operates a unique SCI-level secure computer and communications suite in support of USTRANSCOM's execution of STO requirements.
- Coordinates and integrates transportation issues for Focal Point (FP) and special access programs (SAPs) in both deliberate and crisis action planning/execution.
- Command focal point for coordination of special operations and special activity transportation requirements requested by Joint Staff and other organizations.
- Integrates FP/SAP activities into USTRANSCOM's operations orders and contingency operations.
- Serves as USTRANSCOM Focal Point Office (FPO) Special Access Program Central Office (SAPCO), providing indoctrination briefings/debriefings and security management of SAPs.

#### **7.1.4. Operations Requirements and Analysis Division (Para 0360)**

The Requirements & Analysis Division is USTRANSCOM's "Single Face" to the customer for all movement requirements. Requirements and Analysis maintains visibility of overall global DTS capabilities (forces and assets), and the demands (requirements) placed on those capabilities. Demands include all current, projected, and potential DTS movement requirements. Validated movement requirements will flow from the customer to Requirements and Analysis via various DTS C4 systems. With visibility of all requirements, knowledge of DTS capacity, and an understanding of DTS constraints (Dip clearances, fuel, Maximum on Ground [MOG], cycle times, etc), Requirements and Analysis will determine transportation feasibility and mode. This will be done in close coordination and collaboration with TCCs and the customer. The product of Requirements and Analysis is an executable movement requirement. Upon developing a transportation solution (single or multi-modal), Requirements and Analysis will task TCCs to plan, schedule, task, and execute.

- Serves as the single entry point for all DTS transportation movement requirements to include TPFDD / contingency movements, CJCS exercises, and Special Assignment Airlift Missions (SAAM) / Channel / Denton / Opportune / Surface / Group Passenger (GOPAX) movement requirements.
- Maintains visibility on overall capacity of the DTS to include commercial and military transportation assets, key supporting equipment, and critical support/infrastructure issues that may constrain velocity.
- Advises Combatant Commanders of air and sealift asset capability and availability.
- Conducts transportation feasibility analysis for all movement requests and provides multi-modal transportation solutions for all customers to include supported commanders, Services, coalition partners, and agencies.
- Responsible for conducting end-to-end analysis of strategic airlift, sealift, and CONUS transportation systems to determine transportation feasibility of supported commanders TPFDDs associated with exercise, crisis, and contingency operations.
- Participates in development and use of collaborative tools (Integrated Customer Support [ICS]/Agile Transportation 21 [AT21]/Collaborative Force-Building Analysis Sustainment and Transportation [CFAST] System) to provide transportation feasibility analysis for movement requirements.

#### **7.1.4.1. Requirements Branch (Para 0361)**

- Single entry point for DTS transportation movement requirements to include: TPFDD movements, CJCS exercises, SAAM / Channel / Denton / Opportune / Surface / and GOPAX movement requirements.
- Maintains status and recommends changes to the worldwide channel structure.
- Collaboratively validates supported combatant commanders movement requirements.
- Tasks TCCs to develop transportation plans.
- Maintains visibility of DTS and JOPES movement requirements and scheduling process on a daily basis.
- Provides daily interface with users to have visibility of impending requirements.
- Manages movements of domestic and international surface cargo and munitions.
- Ensures transportation requirements levied upon the TCCs for the movements are satisfied utilizing the best mode for the lift.
- Provides Over the Ocean and Line Haul Cost Estimates to customers.
- Requests sealift feasibility analysis from MTMC/MSC, coordinates and reviews analysis received from MTMC/MSC.
- Handles DOD requests for establishment, cancellation, extension, or modification of channels; coordinates / resolves channel issues.
  - Manages cargo and passengers moved on a scheduled basis between two points by air where requirements are both forecasted and recurring.
  - Finds best fit for movement requirements, coordinates space block with AMC to execute movements.
  - Generates appropriate cost estimates for customers when required.
  - Analyzes movement data within each AOR and Service to identify channels to be added, dropped or changed.
- Centrally receives all SAAM requests for DOD, combatant commanders, Service, and agency validators IAW Defense Transportation Regulations (DTR).
  - Determines if another mode or another type aircraft cannot satisfy movement requirement more efficiently, effectively or economically.
  - Manages and tracks all Very Important Person (VIP) SAAM travel.
- Handles DOD requests for group travel involving charter aircraft or whenever an installation transportation officer requests assistance for smaller moves.
  - Provides budgetary figures for Transportation Management Offices (TMOs)/ Installation Transportation Offices (ITOs) across the country. Works with 160 transportation carriers and associations to ensure effective, efficient transportation.
  - Provides approval authorization for all carriers (air, rail, bus) to interface the system.
- Manages transportation requirements for Denton and Opportune programs within the structure of the DTS.
  - Manages and provides oversight of space available humanitarian cargo movements for worldwide distribution.
  - Analyzes and evaluates operational data and compares capability to forecast movement requirements of the Services.
- Develops and employs customer focus through IT tools (ICS/AT21/CFAST).
- Provides Customer Relationship Management and builds customer profiles (ICS).
- Develops performance metrics on the overall transportation planning process.

- Gains customer feedback on USTRANSCOM processes.

#### **7.1.4.2. Analysis Branch (Para 0362)**

- Conducts transportation feasibility analysis of movement requirements during peace, crisis, potential contingency, or war resulting in mode determination.
  - Provides end-to-end strategic airlift, sealift, and CONUS transportation analysis and validation through the use of IT tools (Joint Flow & Analysis System for Transportation [JFAST], Single Mobility System [SMS], JOPES, etc).
  - Provides ongoing liaison with supported commanders, Services and agencies.
  - Maintains visibility of DTS movement requirements and transportation plans on a daily basis.
- Analyzes USTRANSCOM's ability to support crisis situations.
- Tasks TCCs to develop transportation plans.
- Ensures transportation requirements levied upon the TCCs for movements are satisfied utilizing the best mode for the lift.
- Oversees inter-theater transportation planning for deployment, redeployment, sustainment, employment, and retrograde operations in coordination with supported commanders and IAW CJCS guidance.
- Provides daily interface with users to have visibility of impending requirements.
- Facilitates supported commander's refinement of intratheater joint reception, staging, onward movement, and integration planning and analysis of its impact on strategic transportation feasibility of supported commanders' TPFDDs.
- Analyzes USTRANSCOM's ability to support crisis situations and possible contingency operations through various COAs in coordination with Secretary of Defense, JCS, and supported combatant commander's needs.
- Reviews/refines TPFDDs and conducts analysis of strategic airlift, sealift, and CONUS transportation systems to determine transportation feasibility of supported commanders' TPFDDs.
  - Identifies problems with supported commander's transportation CONOPS.
  - Defines airlift and sealift closure profiles and deficiencies.
  - Provides supported commander with initial sealift and airlift planning factors that approximate actual strategic airlift and sealift capabilities for specified time frames in TPFDD.
  - Provides initial guidance on recommended seaports and airports to use considering such factors as origin out load and port of debarkation offload capabilities.
  - Requests sealift feasibility from MTMC/MSC and airlift feasibility from TACC.
- Develops and employs customer focus through IT tools (ICS/AT21/CFAST).
- Monitors computer hardware and software security for the division.

#### **7.1.5. Joint Operations Division (Para 0330/0370)**

Within the JMCG structure, the Joint Operations Division consists of the JMOC Command and Control Element, Air Operations Branch, and Surface Operations Branch. The Joint Operations Division provides day-to-day oversight of execution and is the focal point for integration with the TCC command centers. The Division exercises C2 of air and surface movements through the Air and Surface branches and maintains visibility over all DTS

movement requirements and assets. In-Transit Visibility is monitored and managed through the ITV Branch. The Air and Surface branches integrate USTRANSCOM's C2 infrastructure and process into a single virtual command center supported by a common information grid, robust automated information systems (AIS), and a common process set.

- Focal point for management of all peace, crisis, potential contingency, and wartime operations.
- Command's focal point for transportation management of common-user transportation assets operating within DTS.
- Directs USTRANSCOM air, surface, and sustainment movement operations.
- Provides oversight and monitors execution of global transportation support for deployment, redeployment, employment and sustainment operations.
- Provides oversight and monitors execution of missions to ensure TCCs provide exquisite support to the warfighter.
  - Anticipates and resolves mission execution problems whenever possible.
  - Monitors DOD transportation and aerial refueling assets and movement operations conducted by TCCs, donated allied assets in support of US operations, contracted commercial transportation carriers, Civil Reserve Air Fleet, Volunteer Intermodal Sealift Agreement ships, and the US Ready Reserve Force.
- Develops, implements and integrates operational initiatives as required.
- Prepares and distributes operational summary briefs and reports outlining peacetime and wartime operations, contingencies and humanitarian assistance operations.
- Responsible for the command's Emergency Actions (EA) activities; to include conventional and nuclear notifications.
- Focal point for development of Quality Assurance to include operational performance indicators and metrics.
  - Focal point for management of all current and contingency operations in-transit visibility issues.
    - Provides administration of contracts, management of funds, certification of invoices, acceptance of contract deliverables, and quality assurance surveillance of ITV contractor.
      - Facilitates ITV data capture/flow to GTN.
      - Query ITV status for contingency airlift and surface movements (cargo, passengers and lift assets).
      - Identifies problems to respective unit system stakeholders.
      - Compiles daily metrics and prepares briefing.
    - Provides administration of contracts, management of funds, certification of invoices, acceptance of contract deliverables, and quality assurance surveillance of contractor performance.
      - Publishes and monitors ITV metrics.
      - Provides timely, accurate solution-oriented results on tracking and ensuring Services, components, agencies and commercial trading partners provide ITV data.

#### **7.1.5.1. Joint Mobility Operations Center (JMOC) Command and Control Element (Para 0330/0370)**

The JMOC Chief leads the JMOC C2 element. The C2 element is the focal point responsible for orchestrating and optimizing DTS operations in support of the unified

commanders and other customers. Commander, USTRANSCOM has combatant command (COCOM) of all transportation assets of the military departments, except for Service-unique or theater-assigned transportation assets. Command is exercised by Commander, USTRANSCOM through the JMOC Chief, to the commanders of the TCCs and other specialized transportation organizations. The JMOC Chief is Commander, USTRANSCOM's 24/7 representative to the war fighter, TCCs, USTRANSCOM staff, and higher headquarters. The JMOC Chief maintains operational control of the JMCG and provides operational C2 over USTRANSCOM staff, TCCs, and assigned forces. He is the primary interface to the National Command Center, Unified Command C2 functions, TCC Command Centers, and all customers. Elements of the JMCG (Joint Inter-Agency Coordination Group [JIACG], Intel, Force Protection, GPMRC, etc) provide matrixed support and are linked by an array of C4 systems to effectively manage total movement requirements and exercise command and control of assigned forces.

- Responsible to Commander, USTRANSCOM for directing 24/7 execution activities of USTRANSCOM and its TCCs.
- Identifies transportation issues and recommends solutions to command staff and joint operations leadership as required.
- Provides daily Operations update to Commander, USTRANSCOM, in addition to Command and Components' senior staff.
  - Consolidates inputs from Components, Command staff, Joint Staff, and unified commands for daily briefing.
  - Provides daily Executive Operations Summary for Command senior staff.
- Coordinates with unified commands, OSD, Joint Staff to satisfy air, land, and sea transportation requirements. Directs all activities that monitor Components' execution of worldwide DTS movements.
- Leads matrix organization to synchronize Command capabilities in support of operations (day to day, national emergencies, contingencies, disaster relief and humanitarian assistance, etc.) to include:
  - Intelligence and Security
  - USTRANSCOM J-Staff
  - JIACG
  - Global Command and Control Center (GCCC)
  - Global Patient Movement Requirements Center (GPMRC)
  - Meteorological and oceanographic support (METOC)
- USTRANSCOM focal point for Crisis Action Planning.
- Provides transportation management analysis and direction to headquarters, component commands, Joint Staff, supporting/supported unified command centers, and other agencies in support of worldwide transportation missions.
  - Upon direction of CDRUSTRANSCOM, leads CAT activation and operation.
  - Develops functional procedures for CAT operations, staffing and training.
  - Provides advice, assistance, and guidance on joint transportation issues associated with supported command operations, exercises, and procedures. Coordinates with other USTRANSCOM liaison officers as required.
- Determines appropriate actions and coordinates with all appropriate stakeholders in the lift process to ensure successful strategic movements.

#### **7.1.5.2. C2 Operations Branch (Para 0371)**

- Provides functional management for USTRANSCOM information technology systems, and identifies operational requirements as the basis for technical solutions to enhance systems capabilities.
- Provides SMS functional management for planners/schedulers requiring visibility over transportation requirements and missions through the SMS, web-based via both unclassified and classified Internet.
- Manages Electronic LogBook, a web-based information sharing application containing electronic shift logs, automated taskings, message distribution, and suspense tracking within the JMOC and TCCs.
  - Manages 'Tracker', a LogBook application that provides users a customizable, web-based, air mission report.
- Serves as functional manager for GTN, DOD's systems of record for ITV.
  - Reviews customer requests to determine ITV requirements and provides the GTN technical team project priorities.
- Provides functional management and direction concerning development of GTN 21.

#### **7.1.5.3. Air Operations Branch (Para 0372)**

- Integrates TACC, JOSAC, and USTRANSCOM processes, information, and actions supporting air operations.
- Coordinates, monitors, and provides status on changes to airlift asset availability, other high-visibility/politically-sensitive movements, and passenger/cargo issues.
- Coordinates airlift support during execution with Supported Combatant Commanders, Services, DLA, AMC/TACC and other agencies to effectively provide materials to the warfighter during peace and wartime operations, contingencies, humanitarian assistance and national emergencies.
- Ensures synchronized linkage between strategic and theater level transportation for all movement requirements.
- Monitors execution of TCC in support of airlift operations; resolve problems when needed.
- Directs USTRANSCOM support for Quick Reaction Force/Rapid Reaction Force (QRF/RRF), Weapons of Mass Destruction - Civil Support Teams (WMD-CST), or Wildfire operations as required.
  - Receives USNORTHCOM requests for support, processes them, then coordinates with appropriate TCC for lift support.
    - Initiates USTRANSCOM leadership notification.
    - Monitors TCC execution in support of ongoing operations.
    - Conducts After Action Reports (AARs) as required.
    - Develops appropriate operational checklists with participating players.
- Monitors Channel, Global Operational Passenger System (GOPAX), Special Assignment Airlift Missions (SAAMs), Denton Program, Opportune Airlift operations in execution.
- Monitors DOD cancellation, extension, or modification of channels, channel performance and channel port backlogs; coordinate/resolve channel issues in concert with TACC, Services and agencies.

- Monitors DOD group travel involving charter aircraft, synchronization and combination of group travel, CAT B channel inclusion as well as potential JOSAC aircraft execution.
- Monitors worldwide humanitarian shipments in coordination with the Humanitarian Peace Keeping Agency (HPKA).
- Represents USTRANSCOM at meetings and working groups at all levels to resolve movement execution issues.

#### **7.1.5.4. Surface Operations Branch (Para 0373)**

- Integrates MTMC, MSC, and USTRANSCOM processes, information, and actions supporting surface operations.
- Focal point for oversight and management of all current and contingency surface operations in execution.
- Coordinates, monitors, and provides status on changes to highway, rail and sealift asset availability, other high-visibility/politically-sensitive movements, and passenger/cargo issues.
- Coordinates highway, rail and sealift support with Supported Combatant Commanders, Services, DLA, TCCs and other agencies to effectively provide sustainment materials to the warfighter during peace and wartime operations, contingencies, humanitarian assistance and national emergencies.
- Ensures synchronized linkage between material movements and scheduled transportation assets at the strategic and theater levels.
  - Monitors execution of MTMC and MSC in support of sustainment operations; resolve problems as needed.
- Establishes reach back linkage to MTMC and MSC headquarters for single common operating picture on surface operations in execution.
- Monitors and reports flow of all sustainment cargo and unit equipment moving via surface.
- Monitors worldwide humanitarian shipments in coordination with the Humanitarian Peace Keeping Agency (HPKA).
- Monitors flow of materials to prevent port saturations and improve efficient, timely deliveries to the warfighters.
- Deconflicts surface flows with normal liner operations.
- Provides oversight/direction to determine modes/nodes for surface movement of deployed forces and their equipment.
- Coordinates with supported Combatant Commanders, Services, DLA, TCCs, and other agencies to sustain the warfighter.
- In conjunction with MTMC and MSC, develops surface CONOPS for contingency operations.
- Coordinates movement of materials with scheduled surface assets at strategic and theater levels.

#### **7.1.5.5. In-Transit Visibility (ITV) Branch (Para 0374)**

- Focal point for development of Quality Assurance to include operational performance indicators and metrics.

- Focal point for management of all current and contingency operations in-transit visibility issues.
- Provides administration of contracts, management of funds, certification of invoices, acceptance of contract deliverables, and quality assurance surveillance of ITV contractor.
- Facilitates ITV data capture/flow to GTN.
- Query ITV status for contingency airlift and surface movements (cargo, passengers and lift assets).
- Identifies problems to respective unit system stakeholders.
- Compiles daily metrics and prepares briefing.
- Provides administration of contracts, management of funds, certification of invoices, acceptance of contract deliverables, and quality assurance surveillance of contractor performance.
- Publishes and monitors ITV metrics.
- Provides timely, accurate solution-oriented results on tracking, ensuring Services, components, agencies and commercial trading partners provide ITV data.

#### **7.1.6. Operations Integration Division (Para 0380)**

- Responsible for the integration of USTRANSCOM Information Technology Automated Information Systems into enhanced operations capabilities for the DTS.
- Coordinates the implementation and functional management of USTRANSCOM Information Technology Automated Information Systems to meet DTS C2 and ITV requirements as identified in Joint Vision 2020, DTS Action Plan 2010 and the USTRANSCOM Strategic Plan.
- Insures DTS Information Technology effectiveness and efficiency through the development and use of a comprehensive enterprise operational architecture that links USTRANSCOM strategic objectives, DTS operational processes and Automated Information Systems support.
- Assesses DTS Information Technology Automated Information Systems to identify:
  - How well systems support DTS processes.
  - Gaps where processes have no automated support.
  - Potential duplication of system capabilities in compliance with the Clinger/Cohen Act of 1996.

##### **7.1.6.1. Command and Control (C2) Systems Branch (Para 0381)**

- Provides functional management for USTRANSCOM information technology systems, and identifies operational requirements as the basis for technical solutions to enhance systems capabilities.
- Provides SMS functional management for planners/schedulers requiring visibility over transportation requirements and missions through the SMS, web-based via both unclassified and classified Internet.
- Manages Electronic LogBook (ELB), a web-based information-sharing application containing electronic shift logs, automated taskings, message distribution, and suspense tracking within the JMOC and Transportation Component Commands (TCCs).
  - Manages 'Tracker', a LogBook application that provides users a customizable, web-based, air mission report.

- Serves as functional manager for GTN, DOD's systems of record for ITV.
  - Reviews customer requests to determine ITV requirements and provides the GTN technical team project priorities.
  - Provides functional management and direction concerning development of GTN 21.
  - Serves as GTN 21 program management co-chair and functional integrated product team (IPT) co-chair.
    - Provides functional representatives to the Systems, Increment, Testing, Sustainment, Program Control, and Quality Assurance IPTs and other work groups to ensure GTN 21 development meets operational requirements.
    - Leads the Functional Advisory Council (FAC) consisting of more than 150 operational users worldwide.
  - Maintains JOPES performance and corrects transaction errors originating in feeder systems.
    - Ensures sharing of transportation domain data and server interoperability within the Global Command and Control System (GCCS) Family of Systems application.
    - Supports requirements and issues associated with fielding of JOPES 21 and GTN 21.
    - Represents USTRANSCOM as a member of the JOPES User Advisory Group and Force Projection Working Group.
  - Provides functional guidance on Global Combat Support System (GCSS) and ensures full integration of GTN/GTN 21 in GCSS development.
    - Collaborates with GCSS functional manager at Joint Staff/J4 GCSS Functional Requirements Office, and DISA on issues affecting GCSS, GTN/GTN 21, Commander's 129 requirements.
  - Serves as Common Operation Picture (COP) track manager for inter-modal movement visibility.
    - Provides situational awareness via a single worldwide, geographical display of transportation assets.
    - Manages tracks for data quality, coordinates communication channels with Combatant Commands.
      - Provides customer services; query support, filtering.
      - Ensures continued implementation of new data feeds as they become available.
  - Manages Information Workspace (IWS), USTRANSCOM's collaboration tool that allows users to share information in a variety of ways, including voice, on-line chat, and file sharing.
  - Operates COGNOS Impromptu Reporting Tool, a thin-client tool that is highly customizable and allows operators to use reports tailored for their specific informational needs. The tool pulls data from both Global Decision Support System (GDSS) and JOPES (through the Tracker Data Store) and gives the operator the ability to compare scheduled versus planned mission data.
  - Serves as Functional Manager for JFAST.
    - Provides on-site support include troubleshooting JFAST problems and assisting JFAST users during TPFDD refinement conferences, real-world events, and Command Post Exercises (CPXs).
      - Evaluates and prioritizes ad-hoc tasks and new requirements for incorporation into JFAST development.

- Resolves JFAST data integration issues.
- Provides maintenance support for JFAST Version 8.0.
- Conducts quality assurance testing.
- Performs as USTRANSCOM J3 COP and alternate site functional manager on all issues associated with the planning and execution of alternate site activation plans.

#### **7.1.6.2. Operations Architecture Branch (Para 0382)**

- Provides functional management for ICS business processes supporting transportation movement requests to collect and manage all movement requirements in a central repository.
- Provides operational management for AT21 Advanced Concept Technology Demonstration (ACTD) initiatives supporting collaboration, controlled processes, scheduling optimization, and visualization tools.
- Integrates ICS, AT21, and related IT systems/functions.
- Provides Operations/C2 functional guidance/requirements to the USTRANSCOM CIO for the development of the DTS Enterprise Architecture/Operational view.
- Develops Operational Assessment to support executive level decision making during the CPRP (Chief Information Officer Program Review Panel).
- Ensures JMCG, ICS, and AT21 initiatives support Operational Architecture (OA).
- Manages the action plan for Strategic Issue 3.6, Command and Control of DTS Operations, which focuses on integrating USTRANSCOM transportation C2 processes and systems into a common operating environment for the effective and efficient management of the DTS.
  - Provides quarterly updates to Commander, USTRANSCOM on Strategic Objective 3.6, Command and Control of DTS.
  - Provides functional management of initiative to install a new Non-secure Internet Protocol Router Network (NIPRNET) at Christchurch, New Zealand, to provide military email and web capabilities to Operation DEEP FREEZE (ODF).

#### **7.1.7. Support Forces Antarctica (SFA) (Para 0390)**

- Command OPR for all ODF matters to include planning, policy, and operational C2 of all DOD forces and infrastructure supporting the National Science Foundation (NSF) in Antarctica.
- Responsible for planning and coordinating all USTRANSCOM related logistics and operational support provided to the NSF, the United States Antarctic Program (USAP) and ODF.
- Conducts annual ODF Conference for all DOD agencies involved in the USAP program to plan and carry forward DOD issues to the NSF.
- Provides interface between the Commander, Support Forces Antarctica, while deployed in support of ODF, and the USTRANSCOM staff for operational reporting and elevating concerns/issues to the staff.
- Responsible for publishing the annual USTRANSCOM Operations Order (OPORD) for ODF.
- Monitors, authors, and coordinates various planning documents to include ISSAs, MOUs, and MOAs between DOD and other agencies in support of the USAP.
- Represents the command at all NSF, USAP, and ODF meetings/conferences.

## **7.2. Joint Operational Support Airlift Center (JOSAC) (division-level) (Para 3000)**

- Provides high-priority transport for DOD personnel and cargo.
- Provides priority transportation for group travel.
- Maintains database of all CONUS operational support airlift (OSA) assets.
- Responds to JCS deployment taskings for CONUS OSA assets.
- Responsible for all policies and procedures of the JOSAC.
  - Provides responsive scheduling of CONUS OSA aircraft.
  - Executes tactical control of aircraft while flying airlift missions.
  - Schedules CONUS OSA flying hours within unit programmed allocations.
  - Represents the TCJ3/4 concerns at CMB meeting on JALIS issues
  - Produces semi-annual report to the DOD on senior federal travelers.

### **7.2.1. Requirements and Analysis Branch (Para 3010)**

- Receives and processes CONUS OSA requests; disseminates CONUS OSA flight schedules on large capacity aircraft.
  - Ensures requests are validated and properly coded.
  - Coordinates/routes requests to appropriate section.
  - Develops and publishes daily flying schedule.
  - Notifies customers of support/non-support.
- Supervises the execution of JOSAC-tasked missions.
  - Responsible for accurate flight following.
  - Monitors designated missions providing airlift for high-priority distinguished visitors.
  - Responsible for verification and support of travel requests during non-duty hours (24-hour operation).
    - Reacts to operational and customer considerations during execution.
- Receives, processes, and disseminates data on CONUS OSA requests.
- Ensures only authorized validators and users have access to the JALIS system.
- Coordinates/routes requests to appropriate scheduling team.
- Compiles, maintains, and analyzes airlift data for purposes of OSA aircraft management, wartime validation studies, and aircraft capabilities and requirements documentation.
  - Provides daily OSA information to TCJ3 and TCCC.
    - Maintains and reports real-time data on flying hours and requests.

### **7.2.2. Scheduling and Operations Branch (Para 3020)**

- Receives and processes CONUS OSA requests; disseminates CONUS OSA flight schedules on small capacity aircraft.
  - Ensures requests are validated and properly coded.
  - Coordinates/routes requests to appropriate section.
  - Develops and publishes daily flying schedule.
  - Notifies customers of support/non-support.
- Plans, schedules, and coordinates CONUS OSA missions and aircraft.
- Maintains oversight of daily flight operations.
  - Receives and processes short-notice airlift requests.

- Functions as liaison between requesters, operators, flight program managers, and the JOSAC execution cell.

### **7.3. Joint Deployment Training Center (JDTC) (Proposed for realignment to US Joint Forces Command) (Para 3100)**

- Serves as the joint deployment training “center of excellence” on improving deployment activities. Established in Dec 97 as a result of the findings of the Deployment Special Action Group.
- Coordinates and integrates joint deployment education and training to become the DOD center of excellence for joint deployment doctrine and training issues.
  - Develops and provides standardized joint deployment and common transportation doctrine, core curriculum, education, and training for DOD to ensure effective and efficient joint deployment and transportation support to the warfighting Commanders.
  - Develops standardized joint deployment course instruction and provides curricula for Service use in their existing Service and Joint Professional Military Education institutions, unified and component commands, and other locations as requested and required.
    - Develops programs for exportable training and distance learning capabilities.
    - Develops selected in-resident and mobile training team capability within the JDTC.
  - Proposes, writes, refines, monitors, and suggests changes to appropriate joint doctrine for deployment and redeployment.
    - Applies distance learning and computer technologies to curricula distribution.
    - Conducts “joint deployment” courses for executive officers, action officers, installation transportation officers, and transportation movement officers.
- Provides Deployment Support Element (DSE) capability to augment COMMANDER contingency and exercise deployment training requirements.
  - Integrates joint deployment process training models/simulations into COMMANDER exercises.

# TCJ3

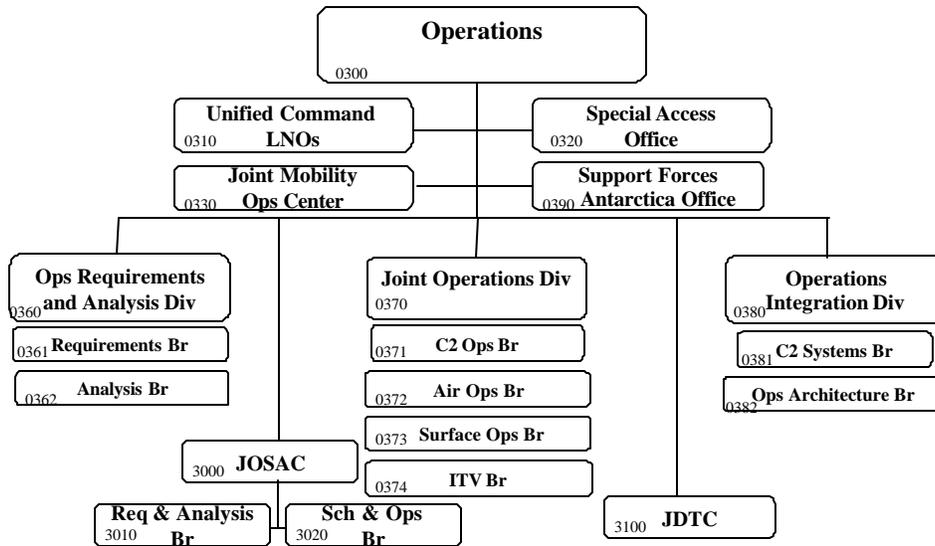


Figure 7-1

## Chapter 8

### STRATEGY, PLANS, POLICY AND PROGRAMS DIRECTORATE

#### 8.1. Strategy, Plans, Policy and Programs Directorate (TCJ5) (Para 0500)

- Command focal point for all futures initiatives including strategic planning, force programming, policy development and deliberate planning 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 warfighting capabilities.
- Responsible for mobility concepts, force structure definition, transportation technologies, strategies, and policies to fulfill future forward presence and power projection requirements of DTS.
- Focal point for all command logistics constructs and operational traffic management policies and procedures including acquisition, procurement, and rate structure analyses and strategies.
- 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 logistic support to the nation's warfighters.
- Responsible to develop integrated business case/value case analyses and strategies for the command and DTS including successful partnering with customers and industry and implementation of command arrangements agreements (CAAs) with other commands and agencies to optimize warfighting support and return on investment.
- Command focal point and coordinating review authority (CRA) 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/Functional Capabilities Board 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 (JSCP) and contingency planning guidance for airlift, sealift and aerial refueling force apportionments as well as OPLAN/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 (JQRR), after action reporting, wargaming, 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.

### **8.1.1. Deputy Director, Strategy and Policy (TCJ5-D) (Para 0500)**

- Serves as principal advisor to TCJ5 on all futures initiatives including strategic planning, logistical transformation, force programming, policy development, and operational traffic management policies and procedures.
- Coordinates with Joint Staff, unified commands, component commands, other agencies, and industry on all strategic planning, force programming, policy development, and operational traffic management policies and procedures for USTRANSCOM.
- Identifies and evaluates new and improved logistical policies and procedures for effective and efficient worldwide delivery of cargo and passengers within DTS.
- Develops strategies and plans to support transformation initiatives including organizational construct developments, process enhancements, advocacy of key enablers, and platform/system developments to advance global synchronous warfighting capabilities.
- Advises the Command on all congressional actions to include, visits, correspondence, issues and selected inquiries.
- Coordinates all Distribution Process Owner (DPO) related issues/responsibilities. Works with Joint Staff, Office of the SECDEF, Defense Agencies, and DOD field activities to improve the overall efficiency, effectiveness, and interoperability of distribution-related activities, systems, and data.
- Develops innovative, transformational research projects to enhance DOD's global distribution system.
- Command liaison for the Joint Logistics Board, Change Management Board and Future Logistics Enterprise sub-committees.
- Command focal point for USTRANSCOM Security Cooperation (SC) policy. Coordinate SC program issues with OSD, the Joint Staff, and other combatant commands.
- USTRANSCOM policy expert for Chemical, Biological, Radiological, and Nuclear (CBRN) doctrine, policy, testing, and studies.
- Responsible for TRANSCOM Counter-Proliferation and Arms Control policy.
- Command focal point for Unified Command Plan (UCP), Forces For, and Unified Action Armed Forces (UNAAF).
- Reviews business processes to facilitate/improve ITV and focal point for DOD ITV Integration Plan.
- Oversees concept and implementation of Advanced Information Technology (AIT) within USTRANSCOM.

#### **8.1.1.1. Policy and Doctrine Division (Para 0540)**

- Responsible for developing and implementing transportation/traffic management policy and procedures for effective and efficient worldwide delivery of cargo and passengers within DTS.
- Develops transportation management requirements in the areas of functional transportation process integration, standard programs and data, and functional policy and procedures.
- Provides 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.
- Reviews and analyzes national, DOD, Service, component, and supported Commanders transportation concepts and programs.

- Participates on working groups, steering groups, and other ad hoc and formal organizations concerning functional transportation management requirements to support financial, acquisition, and quality improvements.
- Intervenes, as required, if policy and procedures are not being adhered to or development in these areas is incompatible with DOD and US TRANSCOM objectives for a more responsive DTS.
- Works closely with the Joint Staff, OSD, the Services, component commands, and industry to ensure all DOD transportation policy and procedures meet both peacetime and force deployment requirements.
- Evaluates and recommends course of action on conflicting policies and initiatives of other transportation authorities (e.g., General Services Administration [GSA], Department of Transportation [DOT], etc.).
- Coordinates USTRANSCOM response to GAO, DOD IG, and other audit agency reports on transportation/traffic management findings and implements changes to policy and procedures.
- As functional process owner, works policy and procedural aspects of solutions to operational problems affecting movement of cargo and passengers through the DTS.
- Manage TRANSCOM Security Cooperation (SC) policy.
- TRANSCOM policy expert Chemical, Biological, Radiological, and Nuclear (CBRN), Counter-Proliferation, and Arms Control policy.
- Command focal point for Unified Command Plan (UCP), Forces For, and Unified Action Armed Forces (UNAAF).
- Coordinate TRANSCOM input to U.S. joint and Allied doctrine.
- Responsible for TRANSCOM Memorandums of Agreement (MOA), MOUs, Cooperative Military Airlift Agreements (CMAAs), Implementing Arrangements (IA), and Command Arrangement Agreements (CAAs).
- Review and maintain USTRANSCOM Handbook 24-2, "Understanding the DTS"
- Coordinate command efforts relating to several Joint Strategic Planning System documents.
- Augment Joint Mobility Operations Center as directed.

#### **8.1.1.1.1. Transportation Policy Branch (Para 0541)**

- Develops transportation/traffic management policy, procedures, and guidance for effective and efficient worldwide delivery of cargo, passengers, and personal property within DTS.
- Focal point for DOD Directive (DODD) 4500.9, Transportation and Traffic Management, and develops and publishes the Defense Transportation Regulation (DTR), DOD 4500.9-Regulation (R) Passenger, Cargo, Mobility, Personal Property, and Intermodal Container Management.
- Focal point for DOD 4515.13-R, Air Transportation Eligibility Issues.
- Focal point for General Services Administration (GSA) City Pairs and other traffic management issues related to passenger travel.
- Provides oversight for business processes/resolves policy and procedural problems involving the movement of cargo, passengers, and personal property.
- Administers DOD and non DOD Transportation Account Codes (TACS).

- Functional Program Manager for DOD electronic payment processes and administers certain command standard programs e.g. PowerTrack, Defense Travel System, and Personal Property Re-engineering.
- Serves as DOD authoritative policy/oversight expert on the movement of hazardous materiel including protected cargo and Arms Ammunitions and Explosives (AA&E).
- Reviews publications, documents, and memos of hazardous cargo/AA&E policy, and procedural development and the interface between and among DOD components and other federal agencies.
- Serves as USTRANSCOM rep in its role as DOD Executive Agent for Customs and Border Clearance issues.
- Responsible for proponency/approval authority for Defense Transportation Regulation, DOD Customs and Border Clearance Policy and Procedures.
- Interacts and resolves import, export, and inter/intratheater customs/border clearance issues with Unified Commands, Services and Agencies.
- Provides oversight for customs and border clearance business processes that affect movement of cargo, passengers, and personal property during both war and peacetime.
- Focal point for DOD ITV Integration Plan.
- Reviews business processes to facilitate and improve ITV/Member of the DOD AIT Task Force.
- Oversee concept and implementation of AIT within USTRANSCOM/Publish USTRANSCOM AIT Implementation Plan.
- Command oversight of TC-AIMS II.

#### **8.1.1.1.2. Doctrine and Command Relations Branch (Para 0542)**

- Manages TRANSCOM Security Cooperation (SC) policy. Coordinate SC program issues with OSD, the Joint Staff, and other combatant commands.
- Serves as TRANSCOM policy expert for Chemical, Biological, Radiological, and Nuclear (CBRN) doctrine, policy, testing, and studies.
- Responsible for TRANSCOM Counter-Proliferation and Arms Control policy.
- Command focal point for Unified Command Plan (UCP), Forces For, and Unified Action Armed Forces (UNAAF).
- Develops and reviews U.S. joint and Allied doctrine relating to TRANSCOM.
- Coordinates TRANSCOM Memorandums of Agreement (MOAs) and MOUs.
- Manages USTRANSCOM Cooperative Military Airlift Agreements (CMAAs) and Implementing Arrangements (IA) in conjunction with Acquisition and Cross-Servicing Agreements (ACSAs).
- Coordinatse MOA/MOU agreements with DOD, U.S. federal agencies, and foreign governments; among them: U.S. military services, NATO, DOT, Federal Emergency Management Agency (FEMA), NSF, and Defense HUMINT Service (DHS).
- Reviews and maintains USTRANSCOM Handbook 24-2, "Understanding the DTS."
- Develops Command Arrangement Agreements (CAAs) with other combatant commands.
- Responsible for command coordination on the following Joint Strategic Planning System documents: Quadrennial Defense Review, National Security Strategy, National

Military Strategy, Joint Vision, Defense Planning Guidance, Unified Command Plan, Chairman's Guidance, Joint Planning Document, and the Joint Strategy Review.

#### **8.1.1.2. Strategic Initiatives Division (Para 0550)**

- Command orchestrator for all congressional visits, correspondence, issues and selected inquiries.
- Prepares posture statement, hearing statements and oral remarks.
- Prepares command briefs, presentations and professional articles and coordinates component and combatant commander conferences.
- Researches congressional bills and tracks associated budget actions.
- Develops, maintains, and implements Strategic Plan, process, and procedures including balanced scorecard.
- Describes future environment and develop planning assumptions, vision, goals, and objectives.
- Command focal point for transformational initiatives.
- Think tank-type assessments of organizational and policy initiatives/ideas.
- Interfaces with component commands, USTRANSCOM staff, customers, and industry improving business practices to enhance mission support (Customer Day Interface) and translates customer requirements into new or improved services.
- Command's focal point for researching and investigating industry benchmarking of "best business practices."
- Provides support for the Joint Logistics Board, Change Management Board and Future Logistics Enterprise sub-committees.
- Conducts marketing analysis of existing and future services; analyzes impact of business decisions.
- Reviews and analyzes processes and their impact/links on long-term systemic improvements and customer service.
- Assists in identifying components' business baseline for maintaining military readiness.
- Works USTRANSCOM DOD Logistics Transformation Efforts include end-to-end supply chain management solutions.
- Coordinates all Strategic Distribution (SD) related issues/evaluation with geographic combatant commander staff's to seek improved global distribution performance and implement new processes.
- Contributes to creation of a comprehensive, unique, detailed theater distribution plan, to include plans for; stock positioning, inter-modal service, handoff procedures, retrograde, AIT support, customs, and expected financial support.
- Acts as information broker between theater representatives and SD committees as required to publish/disseminate information.
- Command OPR for Time Definite Delivery Standards development.
- Command OPR for OSD level End-to-End Collaborative Working Group.
- Command OPR for Joint Theater Distribution Joint Test and Evaluation and Direct Vendor Delivery issues.
- Translates inputs from numerous sources into innovative business processes and strategies creating new products/services to increase customer satisfaction and increase market share, evolving command mission.

- Recommends implementation for those benchmarking initiatives suitable for adoption.

#### **8.1.1.2.1. Legislative Liaison Branch (Para 0551)**

- Command orchestrator for all congressional visits, correspondence, issues and selected inquiries.
- Develops and implements strategies to achieve command legislative objectives.
- Prepares posture statement, hearing statements and oral remarks.
- Directs/consolidates preparation of all pre-hearing study materials for the USTRANSCOM Commander and Deputy Commander.
- Maintains liaison with OSD, Joint Staff, Services, congressional members and Staff, and civilian industry partners.
- Prepares command briefs, presentations and professional articles and coordinates component and combatant commander conferences.
- Researches congressional bills and tracks associated budget actions.

#### **8.1.1.2.2. Strategic Initiatives and Plans Branch (Para 0552)**

- Develop, maintain, implement Strategic Plan, process, and procedures including balanced scorecard.
- Describe future environment and develop planning assumptions, vision, goals, and objectives.
- Draft, coordinate, and publish USTRANSCOM Strategic Guidance.
- Reconcile and coordinate strategic goals and objectives of TCCs.
- Train USTRANSCOM staff members on the strategic planning process.
- Develop business cases to analyze various transportation issues and their potential application to the DTS.
- Command's focal point for researching and investigating industry benchmarking of "best business practices."
- Provide support for the Joint Logistics Board, Change Management Group and Future Logistics Enterprise sub-committees.
- Conduct marketing analysis of existing and future services; analyzes impact of business decisions.
- Review and analyze processes and their impact/links on long-term systemic improvements and customer service.
- Command's focal point for JFCOM Standing Joint Task Force (SJTF) initiatives.
- Command's focal point for DOD Logistics and Organizational Transformation efforts, including:
  - End-to-End supply chain management
  - Reorganization efforts
  - Integration efforts

#### **8.1.1.2.3. Strategic Distribution Branch (Para 0553)**

- Coordinates all SD related issues/evaluations with geographic combatant commander staff's to seek improved global distribution performance and implement new processes.
- Arranges/holds periodic theater meetings to discuss unique issues, metrics analysis, and future initiatives.

- Drafts, coordinates, and publishes Concept of Operations for process improvement on global distribution roles and responsibilities.
- Contributes to creation of a comprehensive, unique, detailed theater distribution plan, to include plans for: stock positioning, inter-modal service, handoff procedures, retrograde, Automated Identification Technology support, customs, and expected financial support.
- Acts as info broker between theater representatives and SD committees as required to publish/disseminate information.
- Addresses distribution process policy & doctrine improvements.
- Plans and conducts monthly performance meetings with senior SD leadership.
- Plans, organizes, and conducts semi-annual Senior Leader SD Council meetings.
- Conducts overarching SD related briefings, when required, for USTRANSCOM staff.
- Command OPR for Time Definite Delivery Standards development and initiatives.
- Command OPR for OSD level End-To-End Collaborative Working Group.
- Command OPR for Joint Theater Distribution Joint Test and Evaluation and Direct Vendor Delivery issues.
- Translates inputs from numerous sources into innovative business processes and strategies creating new products/services to increase customer satisfaction and increase market share, evolving command mission.
- Recommends implementation for those benchmarking initiatives suitable for adoption.
- Command focal point for strategic analysis and assessment of global services.
- Maintains visibility of those standards and a customer-focused self-assessment to support adjustment, refinement, or elimination of programs, as necessary.
- Provides analysis for Command on DOD performance measurements.
- Command focal point for business intelligence operations and applications.
- Maintains visibility of USTRANSCOM Distribution Strategic Metrics.
- Leads efforts to streamline data collection and analysis through automation and other program efficiencies; coordinates with command staff and component commands to investigate methods for enhancing data collection and analysis.
- Long range forecasting of ocean cargo, air cargo, and non commercially ticketed passengers (Patriot Express) in support of the budget estimate submission.
- Functional program manager for the Business Decision Support System (BDSS).

#### **8.1.2. Deputy Director, Plans and Programs (TCJ5-V) (Para 0500)**

- Identifies and evaluates new and improved transportation/traffic management policies and procedures for effective and efficient delivery of cargo and passengers within DTS.
- Command focal point for analyzing and evaluating strategic mobility capabilities, long-range programs, requirements, and priorities.
- Recommends policies, procedures, and programs to ensure USTRANSCOM and DOD air, sea, and surface lift requirements are met.
- Acts as civil agency interface to evaluate trends in commercial air, sea, and surface industry and determines impact on the Defense Transportation System (DTS).
- Command focal point for infrastructure planning and assessment for the DTS.
- Command focal point for DTS petroleum, oil, and lubricant (POL) issues through the USTRANSCOM Joint Petroleum Office (JPO).

- Command focal point for Joint Logistics Over the Shore (JLOTS) and Joint Container Exercise Program (JCEP) management.
- Provides program guidance to Military Sealift Command (MSC), MARAD, and the Navy Staff on composition, siting, maintenance, and readiness standards for the Ready Reserve Force (RRF) and MSC surge fleet vessels.
- Command focal point for commercial surface transportation access.
- Command focal point for monitoring administration and selection of vessels for the Maritime Security Program (MSP).
- Command focal point for policy and responsible for oversight and initiatives to promote long-term viability of the Civil Reserve Air Fleet (CRAF) for DOD.
- Command focal point for DOD directed studies and analysis (e.g., Quadrennial Defense Review [QDR], Mobility Requirements Study [MRS], Operational Availability [OA], Advanced Mobility Concept Study [AMCS]).
- Command focal point to manage Advanced Concepts Technology Demonstrations (ACTDs).
- Identifies out-year programming requirements by coordinating the development of the command's Integrated Priority List (IPL).
- Manages the Critical Infrastructure Protection (CIP) Program for the DOD Transportation Sector.
- Manages Joint Readiness Reporting, Joint Exercises, Joint Training, After-Action Reporting (including Remedial Action Project-RAP), and Joint Wargames and Experimentation Programs for the command.
- Determines Transportation feasibility of supported commanders Operation Plans (OPLANs).
- Advises supported commander in the development of Letters of Instruction (LOIs) for OPLAN TPFDD files.
- Assesses DOD needs regarding intermodal transportation infrastructure (rail, highway, bridges, ports, etc.) and industrial base and supports DOD-directed studies; represents DOD at appropriate forums.
- Command focal point for VISA policy oversight, the VISA Executive Working Group (EWG), and the VISA Joint Planning Advisory Group (JPAG).
- Coordinates directorate support to the Chief Information Officer (CIO) Program Review Process (CPRP).
- Coordinates Joint Flow and Analysis System for Transportation (JFAST) and CFAST development.

#### **8.1.2.1. Programs and Analysis Division (Para 0560)**

- Command focal point for analyzing and evaluating strategic mobility capabilities, long-range programs, requirements, and priorities.
- Provides analytical support to the command, supported and supporting Commanders of unified commands, the Joint Staff and Department of Defense (DOD), including the Service staffs.
- Responsible for monitoring, analyzing 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.

- Recommends policies, procedures, and programs to ensure USTRANSCOM and DOD air, sea, and surface lift requirements are met.
- Analyzes DOD scenario and operation plans lift capability and movement to develop strategic mobility requirements.
- Analyzes and recommends policies for compatibility and interoperability of DOD organic resources and facilities to ensure adequate capability exists to meet military contingencies and national emergencies.
- Assesses DOD needs regarding intermodal transportation infrastructure (rail, highway, bridges, ports, etc.) and industrial base and supports DOD-directed studies; represents DOD at appropriate forums.
- Acts as civil agency interface to evaluate trends in commercial air, sea, and surface industry and determines impact on DTS.
- Command focal point for infrastructure planning and assessment for DTS.
- Command focal point for DTS petroleum, oil, and lubricant (POL) issues through the USTRANSCOM Joint Petroleum Office (JPO).
- Command focal point for Joint Logistics Over the Shore (JLOTS) and Joint Container Exercise Program (JCEP) management.

#### **8.1.2.1.1. Industry Branch (Para 0561)**

- Recommends policies, procedures, and programs to ensure USTRANSCOM and DOD air, sea, and surface lift requirements are met.
- Provides for efficient use and control of both military and civilian transportation resources; oversees development and coordination of USTRANSCOM positions on issues impacting national strategic mobility and transportation policy.
- Responsible for monitoring, analyzing, 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.
- Monitors trends in the commercial transportation industry and the transportation industrial base; evaluates the impact on the civil sector's ability to augment DOD strategic lift and power projection capability.
- Oversees development and coordination of command positions on issues impacting national strategic transportation policy.
- Provides program guidance to MSC, MARAD, and the Navy Staff on composition, siting, maintenance, and readiness standards for the Ready Reserve Force (RRF) and MSC surge fleet vessels.
- Advises senior leadership of major transportation policy issues affecting USTRANSCOM.
- Serves as functional point of contact with the Department of Transportation (DOT) and other Government agencies on domestic and international transportation issues that impact the DTS.
- Command focal point for commercial surface transportation access.
- Command focal point for monitoring administration and selection of vessels for the Maritime Security Program (MSP).
- Command focal point for VISA policy oversight, the VISA Executive Working Group (EWG), and the VISA Joint Planning Advisory Group (JPAG).

- Assesses VISA/MSP requirements and makes recommendations when changes are warranted.
- Provides MARAD recommendations on reflagging of U.S. flag vessels to include retention in the Effective United States Control (EUSC) commercial fleet.
- Command focal point for the Voluntary Tanker Agreement (VTA) policy oversight.
- Command focal point for policy and responsible for oversight and initiatives to promote long-term viability of the Civil Reserve Air Fleet (CRAF) for DOD.
- Serves as primary action office in support of TCJ5 Commercial Airlift Review Board (CARB) activities affecting DOD passenger safety.
- Monitors legislation affecting programs under the branch's purview.
- Reviews and makes recommendations concerning DOD organic strategic sea and air transportation policy to DOD, Services, and theater commanders.
- Acts as USTRANSCOM's agent to coordinate afloat prepositioning policy with the appropriate military services.
- Command focal point for transportation related issues of the Army's key interim force platform-- "Stryker". Acts as go between for services, components, and industry for solving transportation related issues associated with this platform.
- Facilitator for transportation evaluation processes related to the development of new transformational equipment/systems development and procurement across services.
- Interfaces with, and conducts briefings for, various groups for the purpose of promoting a joint perspective to deployability to support the warfighter.
- Member of the Future Combat Systems Transportability Integrated Product team; contributes to drafting and coordination of mission need statements, operational requirements documents, and system specifications.
- Subject matter expert and focal point on all command organic and commercial air refueling issues.
- Provides analysis of and support for studies and war games to ensure proper representation of operational realities.
- Provides subject matter expert support to legislative inquiries on organic and commercial DOD related transportation policy issues and programs.
- Command focal point on a wide variety of business issues impacting commercial readiness programs (Worldwide Express, Patriot Express, Universal Services Contract [USC]).
- Within its functional capacity, tasks and supervises evaluation of Congressional and DOD documents, transcripts of hearings, testimony, and budget reviews.
- Serves as command focal point and supports command participation on the National Defense Transportation Association's (NDTA) Military Airlift Committee, Military Sealift Committee, and Surface Transportation Committee.

#### **8.1.2.1.2. Analysis, Simulation and Technology Branch (Para 0562)**

- Command focal point for analyzing and evaluating all modes of strategic mobility systems, infrastructure, long-range programs, future requirements and priorities.
- Monitors, analyzes, and develops proactive national defense programs that incorporate the civil sector and industrial base into DOD air, sea, and land transportation capabilities.

- Command focal point for DOD directed studies and analysis (e.g., Quadrennial Defense Review [QDR], Mobility Requirements Study [MRS], Operational Availability [OA], Advanced Mobility Concept Study [AMCS]).
- Conducts analysis of organic airlift, air refueling, and sealift (e.g., surge, repositioning, Ready Reserve Force)
- Recommends remedial action on strategic transportation shortfalls.
- Command coordinator for Functional Capabilities Boards (FCBs).
- Command focal point for Joint Requirements Oversight Council (JROC) issues.
- Manages the Joint Staff sponsored Joint Analytical Support Program (JASP) Contract and TCJ5 portion of the MITRE contract.
- Functional manager for mobility model software development programs.
- Provides mobility modeling and simulation for programmatic analysis and analytical support for deliberate planning, exercises, wargames, crisis action planning, and peacetime operations, as required, using the current suite of approved Modeling and Simulation (M&S) tools.
- Focal point for M&S tools, concepts, exploration and exploitation.
- Determines mobility requirements, evaluates systems, and provides transportation expertise for Joint Staff and OSD directed M&S requirements.
- Chairs the USTRANSCOM M&S Roundtable and facilitates the USTRANSCOM M&S General Officer Steering Group (GOSG).
- Manages and updates the USTRANSCOM M&S Master Plan.
- Provides command oversight of future mobility platform requirements to include oversight of Service's future platform compatibility.
- Command focal point for Agile Port Technology pursuits.
- Command focal point for joint requirements documentation process.
- Command focal point to manage Advanced Concepts Technology Demonstrations (ACTDs).
- Oversees spiral development and integration of operational systems, procedures, and equipment experimentation.
- Command focal point for pursuit of transformation technologies to enhance the DTS including concept development, experimentation, and advocacy for potential future programs such as emerging information systems.
- Sponsors advanced transportation technology development to capitalize on initiatives occurring in the public and private sectors (DOD and national laboratories, universities, and federally-funded research and development [R&D] centers), both foreign and domestic, to enhance force projection.
- Command focal point for opportunities associated with student and faculty research at the Naval Postgraduate School (NPS), Air Force Institute of Technology (AFIT), Service command staff and war colleges, and Service academies.
- Monitors legislation affecting programs under the branch's purview.
- Within its functional capacity, tasks and supervises evaluation of Congressional and DOD documents, transcripts of hearings, testimony, and budget reviews.
- Coordinates directorate support to the Chief Information Officer (CIO) Program Review Process (CPRP).
- Orchestrates submission of directorate issues/programs for CPRP consideration.

- Reviews information technology (IT) program assessments, acquisition strategies, new IT programs, prioritization of IT unfounded requirements, and makes appropriate recommendations to directorate CPRP Panel or Board member for consideration.
- Identifies out-year programming requirements by coordinating the development of the command's Integrated Priority List (IPL).

#### **8.1.2.1.3. Intermodal Programs and Infrastructure Branch (Para 0563)**

- Manages and promotes the Joint Intermodal Container Program. Sponsors and supports initiatives to increase use of intermodal containers throughout DOD. Develops and monitors 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.
- Monitors and analyzes the impact of policies and initiatives of the commercial transportation industry and transportation agencies/governing bodies as they affect DOD use of containerization. Proposes practical national defense options for the use of intermodal capability based on trends in the civil sector and industrial base.
- Identifies, evaluates, and integrates defense transportation policies, concepts and procedures relating to intermodal containers, 463L pallets, nets, & tie-down equipment.
- Provides technical expertise in use of intermodal containers and commercial intermodal systems for deployment, sustainment, redeployment, and retrograde operations.
- Administers and chairs the Joint Intermodal Working Group (Containers) with Joint Staff, Services, Defense Logistics Agency (DLA), Joint Munitions Command, and MTMC.
- Manages and promotes USTRANSCOM-sponsored Joint Container Exercise Program (JCEP) events as part of the CJCS Exercise Program.
- Maintains oversight and promotes use of Joint Logistics Over the Shore (JLOTS) capabilities.
- Monitors Service initiatives, POM & Research and Development (R&D) programs to ensure current/future JLOTS viability.
- Serves as USTRANSCOM representative to the Joint Staff JLOTS Board and supports the USTRANSCOM representative to the JLOTS General Officer Steering Committee (GOSC).
- Chairs annual JLOTS requirements workshop.
- Programs, plans and manages USTRANSCOM-sponsored Joint Chiefs of Staff (JCS) field training exercise programs (e.g., JCEP, JLOTS).
- Serves as Joint Staff-designed lead agent for JLOTS and Joint Container doctrine and associated Joint Tactics, Techniques, and Procedures (JTTPs).
- Provides technical assistance to combatant commanders for JLOTS and intermodal container operations to facilitate development of operations plans, concept plans and exercise plans.
- Assesses DOD needs regarding intermodal transportation infrastructure (rail, highway, bridges, ports, etc.) and industrial base; represents DOD at appropriate forums.
- Provides oversight of strategic en route infrastructure for DOD. Identifies requirements for en route bases, fuel, base support, and host nation access agreements.

- Co-chairs the European and Pacific En Route Infrastructure Steering Committees (EERISC and PERISC, respectively) and supports command participation on the general officer-level EERISC and PERISC executive committees.
- Manages the Critical Infrastructure Protection (CIP) Program for the DOD Transportation Sector. Develops the Transportation Defense Infrastructure Sector Assurance Plan to provide proactive steps to minimize vulnerabilities and assure critical physical and cyber infrastructure is available when needed to support the command's global transportation mission. Coordinates program execution extensively with other government agencies including Department of Transportation and Department of Homeland Security (Transportation Security Administration and U.S. Coast Guard).
- Serves as the command's Joint Petroleum Office. Determines petroleum, oil and lubricant (POL) requirements to support the command's global transportation mission; assesses the availability and adequacy of fuel infrastructure and fuel supply (including war reserves); and develops plans, policies and procedures in coordination with OSD, Joint Staff, regional combatant commanders and TCCs to ensure that POL requirements are supported.
- Identifies and advocates worldwide fuel infrastructure improvements to OSD, Joint Staff, and the Defense Energy Support Center (DESC).
- Represents the command and serves as voting member at DESC Installation Planning Review Board (IPRB) meetings.
- Manages and administers the Congressionally-mandated MEF program on behalf of DOD.
- Serves as command focal point and supports command participation at National Defense Transportation Association (NDTA) Board of Directors (BOD) meetings and the NDTA annual forum.
- Represents the command on the Interagency Committee for the Marine Transportation System (ICMTS) Working Group and supports command participation on the general officer-level ICMTS Steering Committee.
- Represents the command on the National Port Readiness Network (NPRN) Working Group and supports command participation on the general officer-level NPRN Steering Group.
- Serves as functional point of contact with the DOT and other Government agencies on domestic and international transportation infrastructure issues.
- Monitors legislation affecting programs under the branch's purview.
- Within its functional capacity, tasks and supervises evaluation of Congressional and DOD documents, transcripts of hearings, testimony, and budget reviews.

#### **8.1.2.2. Plans and Readiness Division (Para 0570)**

- Manages Joint Readiness Reporting, Joint Exercises, Joint Training, After-Action Reporting (including Remedial Action Project-RAP), and Joint Wargames and Experimentation Programs for the command.
- Plans and conducts USTRANSCOM Command Post Exercises (CPXs) and Field Training Exercises (FTXs).
- Provides oversight to command functional exercises, including Joint Logistics Over-the-Shore (JLOTS), TURBO CADS (TCADS), and TIS.
- Publishes the command Joint Training Plan (JTP).

- Develops and submits the Joint Quarterly Readiness Report (JQRR).
- Manages the command exercise budget.
- Monitors and provides feedback for Joint Training Information Management System (JTIMS) development.
- Plans and manages OPLAN/TPFDD refinement conferences.
- Supports deliberate planning activities, and OPLAN/CONPLAN/Functional Plan development.
- Develops Joint Strategic Capabilities Plan (JSCP) and contingency planning guidance; makes airlift, sealift, and aerial refueling planning apportionment recommendations to CJCS for inclusion in the JSCP.
- Coordinates JFAST development.
- Monitors and provides feedback for JOPES development and implementation activities to ensure incorporation of operational concerns.
- Provides personnel to staff the CAT, as required, during Joint Staff-directed exercises, crises, and wartime.
- Manages, on behalf of the Joint Staff J4, the US-Canada Integrated Lines of Communications (ILOC) Program. Co-chairs with National Defense HQ Ottawa/J4 Logistics the ILOC Joint Working Group and provides directives for the effective management and utilization of ILOC resources.

#### **8.1.2.2.1. War Planning Branch (Para 0571)**

- Determines Transportation feasibility of supported commanders Operation Plans (OPLANs).
- Advises supported commander in the development of Letters of Instruction (LOIs) for OPLAN TPFDD files.
- Maintains refined TPFDDs in coordination with supported and supporting commanders, Services, TCCs, and other DOD and government agencies.
- In coordination with the TCCs, coordinates integrated supporting plans for commander's OPLANs.
- Provides matrix support/handoff to TCJ3 via established business rules.
- Upon initiation of Deployment Orders (DEPODs)/Warning Orders (WARNORDs)/etc, conducts liaison with TCJ3 on planning assumptions and projections of OPLANs related to crisis.
- Provides ongoing planning and liaison with FEMA and other non-DOD agencies for the planning of disaster relief operations.
- Responsible for evaluating mobility supplement to the Joint Strategic Capabilities Plan (JSCP).
- Conducts analysis of strategic airlift, sealift, CONUS transportation, and aerial refueling planning for deployment, sustainment, and retrograde operations during deliberate planning.
- Conducts assessments of ongoing operations impacts on deliberate plans.
- Identifies problems with supported commander's transportation Concept of Operations (CONOPS).
- Analyzes airlift and sealift closure profiles and identifies deficiencies for deliberate planning.

- Facilitates supported commander's refinement of Joint Reception, Staging, Onward Movement, and Integration (JRSO&I) planning.
- Provides input on actions designed to facilitate throughput and closure of transportation and sustainment requirements throughout entire course of action.
- Hosts and conducts OPLAN refinement conferences.
- Maintains expertise in all OPLAN-related geographic regions.
- Provides supported commander with Gross Transportation Feasible assessment of sealift and airlift planning factors that approximate actual capabilities for specified time frames in TPFDD.
- Provides initial guidance on recommended seaports and airports.
- Integrates refined force and non-unit related requirements in OPLANs to ensure strategic deployment can be accomplished as specified.
- Makes recommendations for transportation refinement of non-unit requirements for sustainability of forces in commanders OPLANs.
- Coordinates computer resources and support on GCCS for TPFDD refinement conference, assistance with JOPES.
- Coordinates JFAST development.

#### **8.1.2.2.2. Readiness, Exercises and Training Branch (Para 0572)**

- Manages Joint Readiness Reporting, Joint Exercises, Joint Training, After-Action Reporting (including Remedial Action Project), and Joint Wargames and Experimentation Programs for the command.
- Plans and conducts USTRANSCOM Command Post Exercises (CPXs) and Field Training Exercises (FTXs).
  - Develops exercise concept, documentation, directives, Master Scenario Events List (MSEL), data collection management plans, and after-action reports; accomplish training; and host planning conferences.
  - For exercises with a USTRANSCOM training audience, plans and directs the Joint Exercise Control Group (JECG), including exercise observers; manages collection of data to support after-action reporting.
    - When an exercise does not have a USTRANSCOM training audience, plans and executes USTRANSCOM support through an Exercise Response Cell (ERC).
      - Maintains exercise event planning folders. Maintains current web pages for supported exercises.
        - Command point of contact for the Joint Staff Joint Exercise and Training Division, other unified command exercise organizations, and for Joint MSEL (JMSEL) software.
    - Evaluates long-term joint exercise schedules and identifies exercises that require USTRANSCOM support or participation.
      - Attends worldwide exercise scheduling conferences and individual exercise planning conferences.
        - Plans USTRANSCOM support for joint exercises that other unified commands sponsor.
          - Hands-off the transportation plan for each exercise to JMOC for execution.
  - Manages USTRANSCOM support of and participation in Joint Wargames and Experiments, including Focused Logistics Wargame (FLOW); evaluates long-term joint

wargame and experiment schedules and concepts to identify events that require USTRANSCOM support or participation; represents USTRANSCOM at wargame and experiment planning conferences and working groups; plans USTRANSCOM support or participation in joint wargames and experiments; coordinates and executes support for wargames and experiments.

- Develops exercise schedules and manifests with JFAST, and populates the GTN Exercise System (GES) and JOPES for training audience use; manages and schedules GES for use by combatant Commands and Services for exercises and other projects.
- Manages the USTRANSCOM Lessons Learned Program (TC-LLP) and After Action Reporting (TC-AAR) System.
  - Implements the command process for collection and dissemination of Observation, Lessons Learned, and Issue (O/L/I) reports generated by individuals participating in operations, exercises, training events, and other sources. Ensures all reports submitted are entered into the Lessons Learned database.
  - Executes the TC-AAR process by which USTRANSCOM submits Joint After Action Reports (JAAR) to the Joint Center for Lessons Learned (JCLL).
  - Command point of contact for the Joint Staff and JCLL for collaborative lessons learned processes, procedures, focused collection, special studies and ‘Tiger Team’ efforts.
  - Authors the USTRANSCOM Instruction for the Lessons Learned and Remedial Action Program.
- Manages the USTRANSCOM Remedial Action Program (RAP); prepares appropriate documentation for the RAP Working Group and Senior Officer Steering Group process; conducts follow-up actions.
- Manages the USTRANSCOM Joint Training Program (JTP); develops and publishes the USTRANSCOM Joint Training Plan (JTP) IAW the CJCS Joint Training Manual.
  - Develops and publishes the USTRANSCOM Joint Mission Essential Task List (JMETL).
  - Command point of contact for interface with the Joint Staff Joint Training Division, other unified command joint training organizations, and the Joint Training Information Management Software (JTIMS).
- Manages development and publication of regularly scheduled readiness reports to the Chairman of the Joint Chiefs of Staff (CJCS), in accordance with the Joint Readiness System, including the Joint Quarterly Readiness Review (JQRR); coordinates and reviews DOD Quarterly Readiness Report to Congress.
- Provides recurring readiness briefing to the Deputy and Director, Strategy, Plans, Policy and Programs (TCJ5), and to the Deputy Commander (TCDC), USTRANSCOM; coordinates and posts to the command web the monthly current readiness briefing.
- Command focal point for Global Status of Resources and Training System (GSORTS), readiness working groups, and review of readiness reports.
  - Manage exercise budget including PPBS functions and execution of allocated funds.

#### **8.1.2.3. Operational Planning Division (Para 0580)**

- Serves as the conduit to TCJ3 regarding deliberate planning, TPFDD transportation feasibility, and contingency operations.

- Conducts daily coordination with TCCs and supported commanders.
- Provides the data to resolve issues or gain information in processing and analyzing Operation Plans (OPLANs), Deployment Orders (DEPODs), Warning Orders (WARNORDs) and other related deliberate/contingency planning documents.
- Responsible for conducting end-to-end analysis of strategic airlift, sealift, and CONUS transportation systems to determine transportation feasibility of supported commanders OPLANs.

#### **8.1.2.3.1. Transportation Plans Branch (Para 0581)**

- Upon initiation of DEPODs / WARNORDs, etc, conducts liaison with TCJ3 on planning assumptions and projections of OPLANs related to crisis.
- Oversees inter-theater transportation planning for deployment, redeployment, and retrograde operations in coordination with supported commanders and IAW CJCS guidance.
- Analyzes TRANSCOM's ability to support crisis situations and possible contingency operations through various COAs in coordination with Secretary of Defense, JCS, and supported combatant commander's needs.
  - Conducts assessments of ongoing operations impacts on contingency plans.
  - Provides input on actions designed to facilitate throughput and closure of transportation and sustainment requirements throughout entire course of action.
- Provides ongoing planning and liaison with FEMA and other non-DOD agencies for the planning of disaster relief operations.
- Maintains visibility of DTS TPFDD and JOPES movement requirements on a daily basis.
- Provides daily interface with users to have visibility of impending requirements.
- Provides ongoing liaison with supported commanders, JSC, Services, and Agencies.
- Monitors computer hardware and software security for the division.

#### **8.1.2.3.2. Transportation Analysis Branch (Para 0582)**

- Reviews/refines TPFDDs and conducts analysis of strategic airlift, sealift, and CONUS transportation systems to determine transportation feasibility of supported commanders' TPFDDs in coordination with supported and supporting commanders, Services, TCCs, and other DOD and government agencies.
  - Identifies problems with supported commander's transportation CONOPS.
  - Defines airlift and sealift closure profiles and deficiencies.
  - Provides supported commander with initial sealift and airlift planning factors that approximate actual strategic airlift and sealift capabilities for specified time frames in TPFDD.
- Conducts transportation feasibility analysis of TPFDDs and ensures transportation requirements levied upon the TCCs are satisfied using the best mode and lift.
  - Provides initial guidance on recommended seaports and airports to use considering such factors as origin out load and port of debarkation offload capabilities.
  - Provides end-to-end strategic airlift, sealift, and CONUS transportation analysis and validation through the use of IT tools (JFAST, SMS, JOPES, etc).
  - Facilitates supported commander's refinement of Joint Reception, Staging, Onward Movement, and Integration (JRSO&I) planning.

- Conducts analysis of strategic airlift, sealift, CONUS transportation, and aerial refueling planning for deployment, sustainment, and retrograde operations during contingency planning.

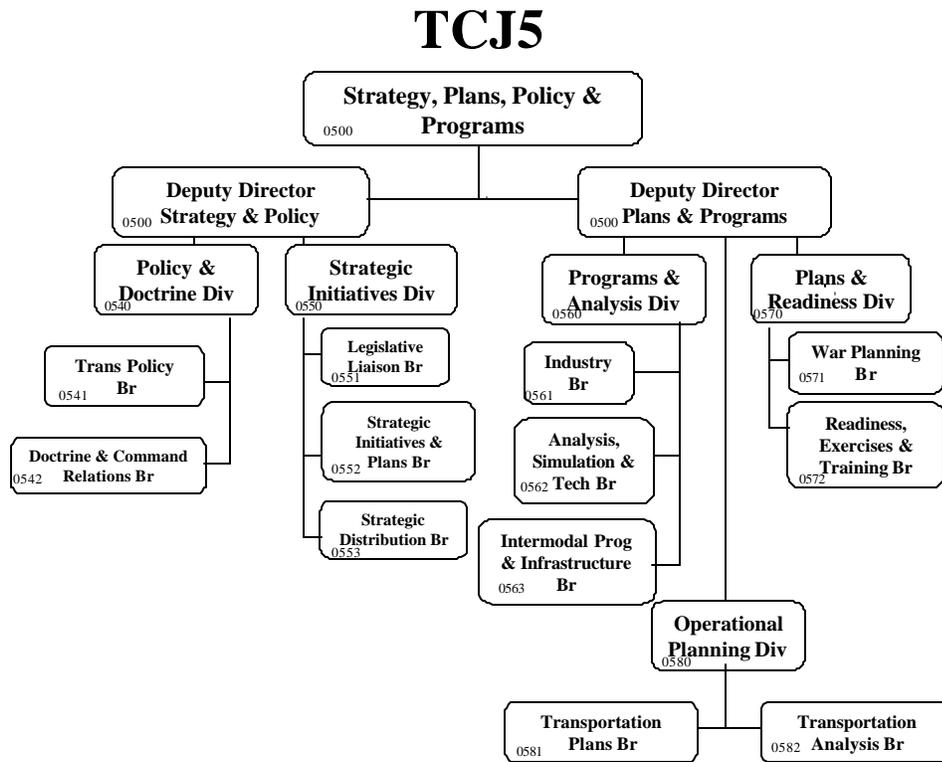


Figure 8-1

## Chapter 9

### COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, INTELLIGENCE SYSTEMS DIRECTORATE

#### **9.1. Command, Control, Communications, Computers, Intelligence Systems Directorate (TCJ6) / Chief Information Officer (CIO) (Para 0600)**

Principle advisor to USTRANSCOM Commander and senior USTC senior leadership on all Information Resource Management (IRM) and Information Technology (IT) related issues.

##### **9.1.1. CIO Support Division (Para 0610)**

- Responsible for DTS Enterprise Architecture (EA), IT resource management, and corporate data environment.
- Serves as the Deputy Chief Information Officer (CIO).
- Serves as the Transition Manager for AT21.
- Serves as the USTRANSCOM expert on DOD-wide C4ISR architecture matters.
- Serves as the USTRANSCOM configuration manager for the DTS Enterprise.
- Serves as the component data administrator for USTRANSCOM.
- Integrates DTS EA with the DOD EA, coordinating DTS EA changes with DOD components and TCCs.
- ADUSD (LSM) Program Integration Working Group (PIWG).
- Architecture Oversight Group (AOG).
- Joint Technical Architecture (JTA) Combat Support (CS) Domain Working Group.
- Monitor Military Communications-Electronics Board (MCEB) for emerging requirements and inclusion into DTS EA.

##### **9.1.1.1. Architecture and Integration Branch (Para 0611)**

- Develops, maintains, and integrates the operational, systems, and technical views for DTS EA.
- Conducts redundancy and gap analysis of DTS EA processes (operational view) and system (systems view) capabilities and requirements.
- Certifies DTS EA Compliance of all TWCF IT systems. Encourage DTS EA Compliance for all DTS IT systems.
- Manages DTS EA certification waiver process.
- Manages DTS systems migration to the DTS EA Technical View (TV).
- Manages Functional Process Improvement Initiatives.
- Conducts IT Systems verification and validation testing and DTS EA certification testing.
- Analyzes & evaluates IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability.
- Implements and manages Enterprise Change Management (ECM) for new, changing, and updated IT and functional requirements and capabilities.
- Conducts IT product assessment & evaluations to ensure IT integration and interoperability among DTS systems.

- Develops and manages Corporate Resource Information Source (CRIS) database.

#### **9.1.1.2. IT Policy and Investment Branch (Para 0612)**

- Responsible for IT Investment Strategy & Management CIO Program Review Process (CPRP).
- Manages and implements IT funding strategy based on IT requirements and capabilities.
- Ensures CIO Statutory Compliance.
- Develops, reviews, and integrates IT Systems Policy.
- Performs IT systems commodity purchasing.
- Manages and oversees IT contracts.
- Responsible for IT strategic planning.

#### **9.1.1.3. Corporate Data Office (Para 0613)**

- Manages Transportation Data Management Program (data models & standards, extensible Mark-up Language (XML) standards, reference tables, etc.)
- Manages and implements USTRANSCOM data architecture.
- Designs, implements, and maintains USTRANSCOM Master Model.
- Manages Data Quality Program.
- Manages synchronization of redundant data management initiatives.
- Manages elimination of redundant interfaces and integration of source data.
- Implements Corporate Data Environment (CDE).
- Supports implementation of the Corporate Data Solution (CDS).
- Assists program managers in implementing data standards.
- Assists DISA in managing DTS reference tables.
- Implements and manages the Knowledge Management Data Integration layer of the CDE.
- Designs, implements, and maintains the USTRANSCOM data repository.
- Manages and oversees transportation-related XML Namespace.
- Manages the Defense Transportation Electronic Business (DTEB) program.
- Chairs the DTEB Committee (USTRANSCOM, TCCs, Services, DLA, DFAS, GSA).
- Co-chairs the Ocean, Rail, and Motor Automated Carrier Interface Task Groups.
- Functional focal point to the commercial transportation industry on Electronic Data Interchange (EDI) implementation and related issues.
- Contracting Officer Representative for the “Implementing Electronic Business/Electronic Commerce Techniques in Support of Defense Transportation” contract with Logistics Management Institute (LMI).
- Reviews and comments on all new/revised EDI Implementation Conventions (ICs).
- Reviews and comments on all proposed data maintenance items affecting published transportation ICs.
- As the Transportation Functional Work Group Chair within the DOD and Federal EDI standards community, reviews and comments and votes on all proposed DOD and Federal ICs disseminated by the DOD EDI Standards Management Committee (EDISMC).

#### **9.1.2. Operations & Plans Division (Para 0620)**

- Responsible for C4IS current operations and strategic planning.
- Responsible for C4S deliberate/contingency planning and exercise support.
- Provides C4S support to command CAT.

#### **9.1.2.1. Current Operations Branch (Para 0621)**

- Operates the Global C4 Intelligence (C4I) Coordination Center (GCCC).
- Serves as command 24-hour focal point for Information Assurance.
- Maintains current operational status of C4IS supporting DTS
- Coordinates C4IS restoration actions.
- Maintains Information Assurance Command Operation Picture (IA COP).
- Supports JMOC and CAT operations.

#### **9.1.2.2. Plans Branch (Para 0622)**

- Manages USTRANSCOM satellite communications programs and projects.
- Plans/engineers C4I systems satellite and terrestrial network support.
- Advocates/manages/apportions command satellite communications space segment and bandwidth resources.
- Plans and operates MILSTAR terminals.
- Manages USTRANSCOM's Satellite Communications Database (SDB) requirements.
- Responsible for USTRANSCOM spectrum management issues.
- Responsible for TCJ6 inputs for Joint Quarterly Readiness Review (JQRR).
- Responsible for TCJ6 JULLS RAP.
- Responsible for TCJ6 JMETS.
- Develops and maintains C4S portion of CAAs.
- Develops and maintains USTRANSCOM Annex K for supporting OPLANs.
- Manages USTRANSCOM's National Security Emergency Preparedness (NSEP) Program.
- Representative to Joint Theater Tactical Networks Configuration Control Board (TJTN-CCB).
- Coordinates/advocates component commands' requirements for C4S resources to prosecute assigned missions.
- Processes/validates Satellite Access Request (SAR)/Gateway Access Request (GAR) and Global Broadcast System (GBS) Mission Request (GMR) in support of USTRANSCOM component commands' requirements.

#### **9.1.2.3. Information Assurance Branch (Para 0623)**

- Manages the Command Information Assurance Program (Network Management, Information Protection, Service Assurance).
- Provides policy, architecture, network engineering, configuration management, and database administration.
- Focal point for operations and maintenance of HQ USTRANSCOM C4I Systems and Networks.
- Provides operations and maintenance support for GTN and TRAC2ES.
- Voice, video, and data services on Unclassified, Collateral Secret, and SCI networks.

- Serves as Command Designated Approval Authority representative.
- Manages the command Certification and Accreditation (C&A) program.
- Manages the command Information Assurance Vulnerability Assessment (IAVA) program.
- Manages the command COMSEC program.

#### **9.1.2.4. USTC Support Flight (868 CS/SCU [AMC])**

- Provides 24-hour customer support (flag officer support and help desk).
- Operates and maintains NIPRNET and Secret Internet Protocol Router Network (SIPRNET) Network Infrastructure and Office Information Systems (OIS).
- Performs Information Protection Operations.
- Performs Automated Data Processing Equipment (ADPE) Inventory Control and Personal Computer maintenance.
- Provides Secure and Non-secure Audiovisual and Video-teleconferencing support.

#### **9.1.2.5. Information Operations (IO) Cell**

- Determines threat to C4I systems and infostructure.
- Performs Computer Network Defense (CND) risk assessments.
- Develops recommendations to mitigate risks.
- Directs restoral actions
- Serves as focal point for all non-physical security matters OPSEC, Communications Security (COMSEC), Computer Security (COMPUSEC), Information Security (INFOSEC), Emission Security (EMSEC)).

#### **9.1.3. Programs Division (Para 0630)**

- Exercises program management responsibility for C4I systems to meet validated and funded requirements.
- Provides command oversight for DOD and Joint C4I programs affecting USTRANSCOM.
- Implements technical solutions IAW current C4S policies, funding constraints, acquisition strategies, maintenance concepts, and configuration management plans.
- Develops and maintains program plan to manage each assigned project.
- Conducts periodic program management reviews.
- Manages the installation, training, maintenance, and integrated logistics support for C4I programs until system has been certified, commissioned, and accepted.
- Executes the Planning, Programming and Budgeting process for assigned C4I programs.
- Capitalizes on emerging technologies for USTRANSCOM IT initiatives culminating in delivering the capability of network centric management of the DTS to USTRANSCOM.
- Integrates technologies into USTRANSCOM IT services for enhancing the access, capabilities or security of DTS.

#### **9.1.3.1. C2 Programs Branch (Para 0631)**

- Manages the implementation and sustainment of following DOD and USTRANSCOM C4 programs:

- TRAC2ES
- GCCS
- Audiovisual systems
  - Command presentation systems
  - Video teleconferencing systems
- Defense Message System (DMS)
- Info Workspace (IWS)
- Transportation Common Operating Picture (TRANSCOP)
- JMCG
- ICS
- Defense Collaboration Tool Suite (DCTS)
- JMOC reporting tools
- SMS
- Logbook
- Joint Operational Support Airlift Information Management System (JOSAIMS)
- AT21
- M&S
  - AMP
  - JFAST
  - Aerial Port of Debarkation (APOD) Model

#### **9.1.3.2. Business Programs Branch (Para 0632)**

- Manages the implementation and sustainment of following DOD and USTRANSCOM C4 programs:
  - Business Decision Support System (BDSS)
  - Transportation Financial Management System (TFMS)
  - Software Consolidation (Enterprise licenses)
  - Customs
  - Corporate Data Solution (CDS)
  - Electronic Information Management (EIM)
    - Knowledge Management
    - Workflow
    - Records management

#### **9.1.3.3. Infostructure Branch (Para 0633)**

- Manages the implementation and sustainment of following DOD and USTRANSCOM C4 programs:
  - Storage/computing consolidation
  - Web Services
    - Portals
  - USTRANSCOM Local Area Network
    - Classified and Unclassified Office Automation/Information/E-mail capabilities
    - Command-specific S/W access/integration
  - Joint Personnel System (JPS)

- Information Assurance (IA)
  - Information Protection (IP)
  - Service Assurance (SA)
  - Network Management (NM)
  - Secure Infrastructure Human Interface (SIHI)
    - Public Key Infrastructure (PKI)
    - Common Access Card (CAC)
    - Biometric capabilities

#### **9.1.4. GTN Division (Para 0660)**

- Plans, budgets, develops, and implements USTRANSCOM global command and control and ITV system, the GTN.
- Coordinates acquisition activities with appropriate OSD and acquisition oversight agencies.
- Develops and maintains software and hardware IAW user requirements.
- Develops and oversees the long-range planning, policy, technical integration, and interoperability of major transportation C4 systems DOD-wide.

##### **9.1.4.1. Projects Branch (Para 0661)**

- Formulates, coordinates, and implements acquisition strategy for GTN and GTN21 Programs.
- Responsible for program compliance of all regulatory and statutory requirements for ACAT 1AC programs.
- Reports program status concerning cost, schedule, and performance to Air Force and OSD oversight communities and USTRANSCOM command structure.
- Manages cost, schedule, and performance by project/increment for development and operations and maintenance of GTN and GTN21 programs.
- Ensures that all projects/increments are integrated into a seamless system and that GTN and GTN21 interface properly with required source and destination systems.
- Assimilates, organizes, and communicates award fee feedback information to GTN and GTN21 prime contractors. Briefs Award Fee Review Boards and makes recommendation to Award Fee Determining Official.
- Translates transportation operational requirements into acquisition projects/increments, including the collection, documentation, integration, tracking, and life-cycle management of GTN and GTN21 programs.
- Integrates acquisition specialties (engineering, test and evaluation, contracting, etc.) through the Integrated Product and Process Development (IPPD) process.
- Coordinates with all stakeholders to ensure programs meet operational needs within budget and schedule constraints.
- Receives procurement and acquisition management services from the HQ Air Mobility Command Contracting Flight responsible from contract management support to the GTN contract.

##### **9.1.4.2. Plans and Programs Branch (Para 0662)**

- Develops, coordinates, and maintains an integrated system for program contract and financial management.
- Manages all program control aspects, to include acquisition strategy programmatic problems associated with GTN.
- Develops and prepares acquisition documentation to support GTN as required to meet OSD and Air Force acquisition milestones, reviews, and overall program and documentation schedules.
- Writes and coordinates task orders to ensure future GTN development and associated requirements are accurately documented to the contractor.
- Monitors contractor performance, to include performing quality assurance evaluator functions, oversight of program cost and schedule performance, master schedule coordination and maintenance, and analysis of contract funds status.
- Develops, reviews, updates, coordinates, and executes an integrated budget and financial management program, to include program management analysis, cost estimation, resource analysis, expense and obligation accounting, support agreements, and audit reports.

#### **9.1.4.3. Engineering Branch (Para 0663)**

- Performs engineering disciplines, to include systems engineering, software engineering, database engineering, computer equipment planning and acquisition, communications engineering, security engineering, and integrated logistics support.
- Provides engineering support, including communications and security engineering, and reliability/maintainability/availability analyses. Develops and maintains GTN C4 Intelligence Support Plan (C4ISP) and GTN Security Plan.
- Reviews and approves all GTN technical requirements, specifications, architecture, design and implementation documents.
- Evaluates and recommends the use of integrated computer-aided software engineering (ICASE) tools.
- Oversees configuration management of GTN software, hardware, and documentation, including configuration identification and control of functional, allocated, and product baselines. Provides secretariat to the GTN Configuration Control Board (CCB) and chairs CCB working group meetings.

#### **9.1.4.4. Test Branch (Para 0664)**

- Assesses and provides information to support program risk planning (identification, avoidance and mitigation).
- Leads Test and Evaluation (T&E) activities within the GTN Division.
- Maintains continuous insight into the contractors' developmental test efforts.
- Develops T&E objectives and issues based on requirements.
- Applies appropriate tools and techniques for conducting developmental and operational T&E in support of system development.
- Employs modeling and simulation techniques.
- Leads the Combined Test Force including representatives of Air Force Developmental Test Organization, Air Force Operational Test and Evaluation Command, system users and the prime development contractors.
- Chairs the Test and Evaluation Integrated Process Team.

- Develops and maintains Test and Evaluation Master Plan.
- Facilitates identification of testable requirements with the user representatives.
- Manages the T&E process to include test schedule, resource and budget planning.
- Provides government interface to the developing contractor regarding T&E issues.
- Assesses system maturity, technical performance specifications, operational effectiveness, suitability and survivability for intended use within the GCSS family of systems.

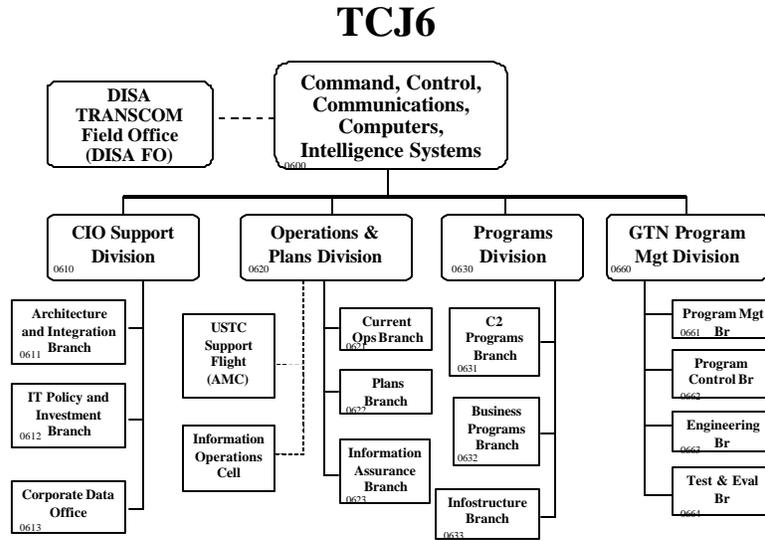


Figure 9-1

## Chapter 10

### FINANCIAL MANAGEMENT DIRECTORATE

#### **10.1. Financial Management Directorate (TCJ8) (Para 0800)**

Develops and integrates the command's budget and manages the command's resources.

##### **10.1.1. Program and Budget Division (Para 0810)**

- Focal point for all policy issues.
- Prioritizes and tracks progress of new financial policy issues.
- Assigns policy issues to the proper subject matter experts within TCJ8 for resolution.
- Ensures that new information is shared with required users once policy is established.
- Coordinates on policy decisions with TCJA, Defense Finance and Accounting Service, Office of Undersecretary of Defense/Comptroller, and other appropriate activities.
- Assists TCJ8 personnel with research/interpretation of accounting/budgetary policy.
- Maintains a policy reference library, consisting of all past policy decisions, which is available to TCJ8, TCJA, and USTRANSCOM TCCs.

##### **10.1.1.1. HQ & IT Budget Branch (Para 0811)**

- Serves as focal point for all budget issues.
- Integrates Command and Control Initiatives Program.
- Consolidates USTRANSCOM Staff TWCF Budget and Biennial POM.
- Prepares Air Force Financial Plan.
- Coordinates IT and CIO Program Review Panel (CPRP) Issues.
- Executes USTRANSCOM Special Morale and Welfare (SM&W) Fund.
- Manages Counter Drug transportation funding.

##### **10.1.1.2. TCC Budget/POM Branch (Para 0812)**

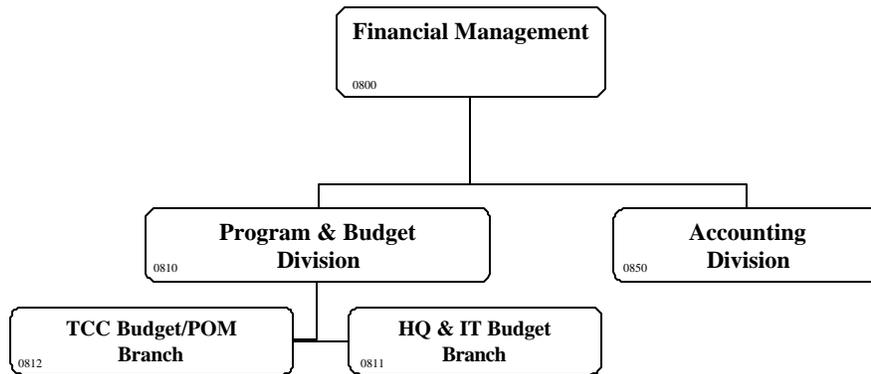
- Serves as focal point for all program issues.
- Consolidates USTRANSCOM Staff Biennial Appropriated Program Objective Memorandum.
- Coordinates Congressional Legislation Appeals (Congressional Review).
- Organizes Program Budget Decision (PBD) reclaims.
- COCOMs CIF program.
- Initiates Program Review issue papers/Program Change Proposals (PCPs).
- Controls CJCS Exercise funding.
- Manages Combating Terrorism Readiness Initiative Fund (CbT RIF) funding.

##### **10.1.2. Accounting Division (Para 0850)**

- Serves as focal point for all accounting issues.
- Performs economic analyses.
- Performs cost benefit analyses, cost factor development, and cost studies.
- Serves as focal point for GAO, Air Force, and DOD IG audits.
- Serves as USTRANSCOM liaison with Office of Undersecretary of Defense/Comptroller for new accounting system.

- Evaluates USTRANSCOM internal financial controls.
- Administers USTRANSCOM Government Travel Card program.
- Serves as USTRANSCOM staff liaison for DFAS.
- Serves as lead developer for TFMS.
- Implements metrics of the Government Performance Results Act (GPRA).
- Writes the Chief Financial Officer Act Report.
- Consolidates Management Control Program.
- Participates POWERTRACK, reengineering freight payment business process
- Coordinates USTRANSCOM DTS.

## TCJ8



**Figure 10-1**

## Chapter 11

### STAFF LIAISON OFFICERS (NATIONAL AGENCY REPRESENTATIVES)

#### 11.1. Director of Central Intelligence (DCI) Representative

- Represents the DCI to USTRANSCOM and the TCCs.
- Provides intelligence expertise in national level open source, clandestine and HUMINT intelligence and analysis.
- Serves as principal advisor to Commander, Deputy Commander, Chief of Staff, Director of Operations, Director of Plans and Policy, and Director of Intelligence on CIA intelligence capabilities, including substantive intelligence issues and joint CIA and military operations.
- Provides access to finished intelligence products, National Intelligence Council.
- Participates in military exercise planning and FP initiatives.
- Maintains the flow of the full-range of CIA products and services to USTRANSCOM and the TCCs.

#### 11.1.1. National Reconnaissance Office (NRO) Representative.

- Represents the Director, NRO and is accredited to Commander, USTRANSCOM and subordinate commands. Ensures NRO positions and policies are articulated to Commander, USTRANSCOM, the senior staff, component commanders, and other government agencies.
- Acts as the single point of contact/coordination for NRO support to USTRANSCOM and its components. Advises and makes recommendations on policy matters concerning the flow and application of NRO systems data. Ensures USTRANSCOM requirements are articulated to NRO.
- Ensures the full current NRO capability is brought to bear on Command requirements.
- Provides expertise and training on NRO systems, on-site hardware and software, capabilities and limitations, products, tasking procedures, and dissemination architecture of NRO-related systems.
- Identifies required improvements in NRO systems support to military operations.

#### 11.2. Defense Intelligence Agency (DIA) Representative/Chief, Defense Intelligence Support Office (DISO).

- Serves as the Senior Command Intelligence Representative of the Director of DIA as Chief of DISO.
- Serves as the principal advisor to Commander, Deputy Commander, and Director of Intelligence on defense intelligence capabilities; ensures accurate, timely, all-source intelligence support to USTRANSCOM and the TCCs.
- Advises and assists the Commander, USTRANSCOM and Director of Intelligence, as needed, with the coordination and representation of USTRANSCOM issues or requirements before the Director of Military Intelligence and the Military Intelligence Board.
- Manages all aspects of DISO at USTRANSCOM, to include the HUMINT Support Element (HSE).

### **11.2.1. Defense Intelligence Agency (DIA) Human Intelligence (HUMINT) Support Element (HSE).**

- Represents the Director, DHS, the operational arm of DIA. Advises Director of Intelligence on all DOD HUMINT activities and capabilities involving support to USTRANSCOM operations/activities.
- Facilities nomination, submission, and tracking of TCJ2 DOD HUMINT requirements.
- Provides DHS-unique secure connectivity to DHS headquarters and field collectors.
- Serves as HUMINT subject matter expert/advisor to USTRANSCOM.

### **11.3. Defense Information Systems Agency (DISA)-Transportation Command (TRANSCOM) Field Office.**

- Represents the Director, DISA.
- Supports the Commander, USTRANSCOM by providing responsive, high quality information systems and services support through local management of the DISA-assigned portion of the Global Information Grid (GIG).
  - Oversees and integrates all DISA support for USTRANSCOM. Additionally, provides specialized direct support to the USTRANSCOM TCJ6 JTCC.
- Supports USTRANSCOM in other key activities including JOPES, GCCS, DMS, and the Defense Information Systems Network (DISN).
- Provides resident expertise for the implementation of the Defense Information Infrastructure (DII) COE and the joint technical architecture within DTS.

### **11.4. Defense Logistics Agency (DLA) Representative (TCJ3/4-DLA-LNO).**

- Serves as principal DLA liaison, planner, advisor, and consultant to Commander, USTRANSCOM and staff regarding logistics planning in support of USTRANSCOM and its components' war planning and contingency execution efforts.
- Evaluates theater OPLANs and assesses DLA supporting tasks and missions.
- Primary focal point for disseminating, coordinating, and tracking USTRANSCOM issues and concerns to and from DLA. Maintains the DLA planning interface with the Commander's staff.
- Plans for and coordinates DLA participation in Joint Staff, Combatant Commander, and Service exercises.
- Collects and evaluates exercise and/or contingency operations to use as a basis for improving and revising Agency doctrine, directives, instructions, or support plans.

### **11.5. Maritime Administration (MARAD) Representative**

- Senior representative of the Maritime Administrator and Associate Administrator for National Security, to provide resident expertise on maritime-related areas of strategic sealift, merchant marine manpower, intermodalism, ship operations, and ship industrial support infrastructure.
- Serves as a liaison to ensure timely, effective coordination and communication on matters of common interest regarding the commercial maritime industry and strategic sealift to facilitate planning, and the direction of activities related to the maritime industry.
- Topical maritime areas include the following: the Maritime Security Program, Ready Reserve Force, National Defense Reserve Fleet, Voluntary Intermodal Sealift Agreement,

strategic sealift readiness, civilian and military sealift requirements during contingencies, US merchant mariners, maritime labor and training, US strategic port and intermodal development, maritime industry trends, US shipbuilding revitalization initiatives, maritime legislation (including cargo preference and cabotage (domestic) trade, and vessel war risk insurance).

#### **11.6. National Imagery and Mapping Agency (NIMA) Representative.**

- Serves as the senior NIMA representative for the Director of NIMA at USTRANSCOM.
- Serves as principal advisor to Commander, Deputy Commander, Chief of Staff, and Director of Intelligence in all areas involving the use and development of NIMA imagery and geospatial information products and services, including technical, administrative, and professional issues.
- Guides the command in identifying and articulating its imagery and geospatial requirements.
- Advises on future trends and systems to assure standardization and interoperability.
- The NIMA representative provides special technical assistance to the JIC, and particularly the Imagery and Mapping Branch, to support imagery and MC&G programs and requirements.

#### **11.7. National Security Agency (NSA)/Central Security Service (CSS) Office.**

- Consists of a senior NSA representative who oversees and manages all NSA activities at USTARNSCOM and a Cryptologic Services Group (CSG).
- Senior member represents the Director, NSA, accredited to USTRANSCOM. Serves as cryptologic advisor to Commander, USTRANSCOM and senior staff, providing signals intelligence (SIGINT), information systems security (INFOSEC), and OPSEC advice on questions related to the exploitation, procurement, use, and limitations of SIGINT and INFOSEC systems. INFOSEC consists of COMSEC and COMPUSEC.
- Coordinates all USTRANSCOM requests or cryptologic support levied on NSA; ensures appropriate NSA offices are aware of any special command studies, projects, or contingencies requiring NSA support.
- In coordination with TCJ2, identifies intelligence gaps that could be resolved, in part or completely, through SIGINT operations.
- The CSG is the operational element of the NSA/CSS organization. Provides real-time analytical and current operational support to USTRANSCOM staff, to include TCJ2, TCJ3, and TCJ6.
- Advises command and component organizations on FP and information operations/information warfare issues.
- Identifies cryptologic requirements in support of the USTRANSCOM intelligence mission and assists in drafting appropriate documentation.
- Conducts 24-hour watch operation to deliver timely reporting and formatting and accomplish widest possible distribution of perishable information.

#### **11.8. Naval Supply (NAVSUP) Systems Command Liaison**

- Maintains liaison on issues of transportation policy, planning, and systems development.

- Monitors DTS operations in support of Navy missions as well as Navy support and participation in joint deployment operations.
- Assists the Bureau of Naval Personnel in passenger transportation matters.

**11.9. Military Traffic Management Command (MTMC) Transportation Engineering Agency (TEA) Representative.**

- As the special assistant to the Director of TEA, provides resident technical expertise on DTS infrastructure, transportability engineering, and deployability analyses issues.
- Serves as liaison to ensure effective staff communications and program coordination on matters of common interest. Matches USTRANSCOM's analytical requirements with TEA's capabilities and assists in arranging appropriate, timely support.

**11.10. United States Joint Forces Command (USJFCOM) Medical Liaison Officer (TCSG).**

- Supported Commander for CONUS casualty reception; represents Commander, USJFCOM Command Surgeon at USTRANSCOM.
- Establishes and maintains a liaison network with appropriate federal, state, and local governmental agencies such as FEMA, NDMS, Department of Health and Human Services (DHSS), DVA, DOD, State National guard, and others, as necessary.
- Provides national coordination of casualty reception support plans for 45 military MTFs, 66 Veteran Affairs primary receiving centers, and 62 federal coordinating centers that make up the NDMS to ensure quality patient reception of the returning injured warfighting personnel (Integrated CONUS Medical Operations Plan, FUNCPLAN 2508-98).
- Reviews medical mobilization priorities and issues, identifies areas of concern, and submits through USJFCOM to the Joint Staff and the Assistant Secretary of Defense, Health Affairs for resolution.
- Analyzes projected CONUS medical requirements, available medical resources, and capabilities/capacity within each region of the CONUS.
- Assists USTRANSCOM Command Surgeon in developing the USTRANSCOM supporting plans which provide for the transportation assets required in support of CONUS mobilization and reception of casualties as a result of a single or concurrent major regional contingencies.
- Maintains JSCP-tasks medical support plans and associated medical TPFDD.

**11.11. U.S. Coast Guard (USCG) Representative (TC-CLO).**

- Senior representative of the Commandant, USCG, assigned to USTRANSCOM. Acts as the USTRANSCOM POC and provides resident expertise on Coast Guard issues.
- Coordinates Responses and advises staff on maritime element of Homeland Defense/Security, Port Security, and maritime Force Protection for USTRANSCOM assets. Compiles Military Loadout schedules and coordinates force protection with USC Captains of the Port (COTP).
- Gathers and collates intelligence from all USCG sources pertinent to maritime environment and Homeland Defense. Communicates regularly with TCJ2 on maritime issues.

- Acts as POC for MSC and MARAD to facilitate issuing of National Defense waivers, reflagging of foreign vessels, scheduling of USCG certification of inspection, and scheduling of USCG inspections during activation of the Ready Reserve Fleet.
- Acts as POC for operations involving USCG including Operation Deep Freeze and Counter Drug (CD) missions.
- Facilitates USCG inspections of the loading and shipping military ammunition and explosive containers through commercial seaports.
- Acts as POC for USCG Port Vulnerability Assessments and issues regarding Critical Infrastructure Protection program.
- Acts as POC for activation and deployment of USCG Port Security units.
- Coordinates USCG policies and guidance pertaining to Strategic Sealift crewing and readiness.
- Participates on boards, study groups, committees, staff actions, planning meetings, etc., as necessary, on matters of Strategic Sealift, Ready Reserve Force, and USCG regulations.

**11.12. Commandant of the Marine Corps Representative to the Commander in Chief, USTRANSCOM (TCCM).**

- Senior representative of the Commandant of the Marine Corps assigned to USTRANSCOM.
- Provides DTS-related liaison between USTRANSCOM, the TCCs, and US Marine Corps activities, to include: Headquarters, US Marine Corps; Marine Expeditionary Forces (MEFs); Marine Corps bases and stations; and other US Marine Corps commands, as required.
- Monitors a full range of activities concerning rapid and effective deployment of Maritime Air Ground Task Forces (MAGTFs) by USTRANSCOM assets in peace and war in accordance with US Marine Corps policies, programs, capabilities, and missions.

## Chapter 12

### JOINT TRANSPORTATION RESERVE UNIT (JTRU)

#### 12.1. Joint Transportation Reserve Unit

- Principle advisor to Commander USTRANSCOM, senior staff, and the TCCs on mobilization and composition of JTRU force structure. When mobilized, JTRU Commander will serve as CAT Director.
- Directs and coordinates activities of JTRU support staff in accordance with policies and instructions.
- JTRU represents all military reserve component (RC) Service branches and directly supports USTRANSCOM.
  - Provides war-traced mobilization support to active component forces of USTRANSCOM to provide air, land, and sea transportation for the Department of Defense, both in time of peace and war.
  - JTRU Commander employs a Reserve Executive Quality Council (REQC) to develop plans and policy to effectively administer the JTRU.
    - REQC is composed of the JTRU Commander, JTRU Element Commanders, and JTRU Chief of Staff.
      - Each Service will be assigned an element commander to act on all matters pertaining to RC issues including but not limited to finance, grade structure, and personnel.
  - Develops and implements annual training plan in conjunction with JTRU functional trainers. Publishes Annual Training and Reserve Support Plan for the JTRU.
    - Coordinates and schedules formal schools for all JTRU-assigned reservists.
    - Reports training rates.
    - Develops systems and tracks reserve qualification ratings based on billet structure.
    - Regularly reports personnel billet fill rate and reserve force structure to the Consolidated Readiness Brief.

## LIST OF ACRONYMS

ACSRD	Automated Communications-Computer Systems Requirements Document
ACTD	Advanced Concepts Technology Demonstration
ADP	Automated Data Processing
ADPE	Automated Data Processing Equipment
ADR	Alternative Dispute Resolution
AIG	Address Indicating Group
AIS	Automated Information System
AIT	Automatic Identification Technology
AMC	Air Mobility Command
AMHS	Automated Message Handling System
AMP	Analysis of Mobility Platform
AOG	Acquisition Oversight Group
AOR	Area of Responsibility
APOD	Aerial Port of Debarkation
AT/FP	Antiterrorism/Force Protection
AUTODIN	Automatic Digital Network
BCC	Base Communications Center
BDSS	Business Decision Support System
BES	Budget Estimate Submission
BITC	Base Information Transfer Center
BPR	Business Process Reengineering
C2	Command and Control
C2IP	Command and Control Initiatives Program
C4	Command, Control, Communications, and Computer
C4I	Command, Control, Communications, and Computer Intelligence
C4ISP	Command, Control, Communications, and Computer and Intelligence Support Plan
C4ISR	Command, Control, Communications, and Computer Intelligence, Surveillance, and Reconnaissance
C4S	Command, Control, Communications, and Computer Systems
CAA	Command Arrangements Agreement
CAC	Common Access Card
CAP	Crisis Action Procedures
CAT	Crisis Action Team
CbTRIF	Combating Terrorism Readiness Initiative Fund
CCB	Configuration Control Board
CD	Counter Drug
CD-ROM	Compact Disk-Read Only Memory
CDS	Corporate Data Solution
CFAST	Collaborative Force-Building Analysis Sustainment and Transportation
CI	Counterintelligence
CIA	Central Intelligence Agency
CIAP	Command Intelligence Architecture/Planning
CIF	Commander Initiatives Fund
CIM	Corporate Information Management
CIMIP	Corporate Information Management Implementation Plan
CIO	Chief Information Officer
CJCS	Chairman, Joint Chiefs of Staff
CLAN	Classified Local Area Network

CMB	Configuration Management Board
CMX	Crisis Management Exercises
COA	Course of Action
COE	Common Operating Environment
COMPUSEC	Computer Security
COMSEC	Communications Security
CONOPS	Concept of Operations
CONPLAN	Contingency Plan
CONUS	Continental United States
COP	Common Operation Picture
COTP	Captains of the Port
COTR	Contracting Officer/Technical Representative
CPA	Chairman's Program Assessment
CPRP	Chief Information Officer (CIO) Program Review Panel
CPX	Command Post Exercise
CRA	Coordinating Review Authority
CRAF	Civil Reserve Air Fleet
CRC	Crisis Response Cell
CPG	Contingency Planning Guidance
CRP	Corporate Resource Plan
CRRB	Contracts Requirements Review Board
CRT	Crisis Response Team
CSS	Central Security Service
DAA	Designated Approval Authority
DAR	Defense Acquisition Regulation
DARPA	Defense Advanced Research Projects Agency
DATMC	Defense Advanced Transportation Management Course
DCI	Director of Central Intelligence
DCTN	Defense Commercial Telecommunications Network
DCTS	Defense Collaboration Tool Suite
DDRS	Defense Data Repository System
DESC	Defense Energy Support Center
DFARS	Defense Federal Acquisition Regulation Supplement
DFAS	Defense Finance Accounting Service
DHS	Defense Human Intelligence (HUMINT) Service
DHHS	Department of Health and Human Services
DI	Defense Infrastructure
DIA	Defense Intelligence Agency
DII	Defense Information Infrastructure
DII COE	Defense Information Infrastructure Common Operating Environment
DIO	Defensive Information Operations
DISA	Defense Information Systems Agency
DISN	Defense Information Systems Network
DISO	Defense Intelligence Support Office
DLA	Defense Logistics Agency
DLMS	Defense Logistics Management System
DMA	Defense Mapping Agency
DMS	Defense Message System
DOD	Department of Defense
DODD	Department of Defense Directive
DODIPC	DOD Intelligence Production Community
DODIPP	DOD Intelligence Production Program
DOT	Department of Transportation

DPG	Defense Planning Guidance
DRB	Defense Resources Board
DRE	Direct Reporting Element
DRU	Direct Reporting Unit
DSE	Deployment Support Element
DTEDI	Defense Transportation Electronic Data Interchange
DTPC	Defense Transportation Policy Council
DTR	Defense Transportation Regulation
DTS	Defense Transportation System
DTS EA	Defense Transportation System Enterprise Architecture
DVA	Department of Veterans Affairs
EA	Emergency Action
ECO	Equipment Control Officer
EDI	Electronic Data Interchange
EERISC	European En Route Infrastructure Steering Committee
EMSEC	Emissions Security
ETMS	Enhanced Traffic Management System
EUSC	Effective United States Control
EWG	Executive Working Group
FACCSM	Functional Area Communications Computer Systems Manager (Management)
FAR	Federal Acquisition Regulation
FCC	Federal Coordinating Center
FDA	Functional Data Administrator
FEMA	Federal Emergency Management Agency
FINPLAN	Financial Plan
FOIA	Freedom of Information Act
FOUO	For Official Use Only
FP	Focal Point
FP	Force Protection
FTP	File Transfer Protocol
FTX	Field Training Exercise
FWA	Fraud, Waste, and Abuse
FYDP	Future Years Defense Program
GAO	General Accounting Office
GCC	Global Command and Control
GCC RWG	Global Command and Control Readiness Working Group
GCCS	Global Command and Control System
GCSS	Global Combat Support System
GDIP	General Defense Intelligence Program
GDIPP	General Defense Intelligence Proposed Program
GDSS	Global Decision Support System
GIG	Global Information Grid
GOPAX	Group Operational Passenger System
GPMRC	Global Patient Movement Requirements Center
GSA	General Services Administration
GSORTS	Global Status of Resources and Training System
GTN	Global Transportation Network
GTNPMO	Global Transportation Network Program Management Office
HPKA	Humanitarian Peace Keeping Agency
HSE	Human Intelligence (HUMINT) Support Element
HTML	Hyper Text Machine Language
HUMINT	Human Intelligence
IAW	In accordance with

IBCT	Initial Brigade Combat Team
ICASE	Integrated Computer-Aided Software Engineering
ICP	Inter-theater COMSEC Package
ICS	Integrated Customer Support
IDHS	Intelligence Data Handling System
IDT	Introduction to Defense Transportation
IG	Inspector General
ILOC	Integrated Lines of Communication
INMARSAT	International Maritime Satellite
IO	Information Operations
IPL	Integrated Priority List
IPPD	Integrated Product and Process Development
IPPT	Integrated Product/Process Team
IPR	Interim Progress Report
IPS	Illustrative Planning Scenarios
IRM	Information Resource Management
ISDB	Integrated Satellite Database
IT	Information Technology
ITO	Installation Transportation Office
ITOIPT	Installation Transportation Office Integrated Process Team
ITV	In-Transit Visibility
IW	Information Warfare
JALIS	Joint Air Logistics Information System
JASP	Joint Analytical Support Program
JCEP	Joint Container Exercise Program
JCS	Joint Chiefs of Staff
JDISS	Joint Deployable Intelligence Support System
JDTC	Joint Deployment Training Center
JFAST	Joint Flow and Analysis System for Transportation
JFTR	Joint Federal Travel Regulation
JIACG	Joint Inter-Agency Coordination Group
JIC	Joint Intelligence Center
JIWG	Joint Infrastructure Working Group
JLOTS	Joint Logistics Over-The-Shore
JMAS	Joint Manpower Automation System
JMCG	Joint Mobility Control Group
JMET	Joint Mission Essential Task
JMNA	Joint Military Net Assessment
JMOC	Joint Mobility Operations Center
JMOG	Joint Mobility Operations Group
JMP	Joint Manpower Program
JMRR	Joint Monthly Readiness Review
JMSEP	Joint Modeling and Simulation Executive Panel
JOPES	Joint Operation Planning and Execution System
JOSA	Joint Operational Support Airlift
JOSAIMS	Joint Operational Support Airlift Information Management System
JPAG	Joint Planning Advisory Group
JPD	Joint Planning Document
JPEC	Joint Planning and Execution Course
JPEC	Joint Planning and Execution Community
JPMRC	Joint Patient Movement Requirements Center
JPO	Joint Petroleum Office
JROC	Joint Requirements Oversight Council
JRSOI	Joint Reception, Staging, Onward Movement, and Integration

JSCP	Joint Strategic Capabilities Plan
JSIMS	Joint Simulation System
JSIVA	Joint Service Integrated Vulnerability Assessment
JSPS	Joint Strategic Planning System
JSR	Joint Strategy Review
JTA	Joint Technical Architecture
JTAV	Joint Total Asset Visibility
JTCC	Joint Transportation Corporate Information Management (CIM) Center
JTD	Joint Table of Distribution
JTMD	Joint Table of Mobilization Distribution
JTR	Joint Travel Regulation
JTRU	Joint Transportation Reserve Unit
JTTP	Joint Tactics, Techniques, and Procedures
JULLS	Joint Universal Lessons Learned
JWARS	Joint Warfare System
JWCA	Joint Warfighting Capabilities Assessment
JWSTP	Joint Warfighting Science and Technology Program
LAN	Local Area Network
M&S	Modeling and Simulation
MAGTF	Marine Air Ground Task Force
MAISRC	Major Automated Information System Review Council
MAJCOM	Major Command
MAN	Metropolitan Area Network
MAPP	Modern Aids to Planning Program
MARAD	Maritime Administration
MCC	Mobility Control Center
MCEB	Military Communications-Electronics Board
MC&G	Mapping, Charting, and Geodesy
MEF	Marine Expeditionary Force
MEF	Mobility Enhancement Fund
MEGP	Mission Essential Group Personnel
METOC	Meteorological and Oceanographic
MILSTAMP	Military Standard Transportation and Movement Procedures
MNS	Mission Needs Statements
MOA	Memorandum of Agreement
MOG	Maximum on Ground
MOU	Memorandum of Understanding
MPB	Manpower and Personnel Board
MSC	Military Sealift Command
MSEL	Master Scenario Events List
MSP	Maritime Security Program
MTF	Medical Treatment Facility
MTW	Major Theater War
MTMC	Military Traffic Management Command
NATO	North Atlantic Treaty Organization
NAVSUP	Navy Supply
NDMS	National Disaster Medical System
NDTA	National Defense Transportation Association
NEO	Non-combatant Evacuation Operations
NFIP	National Foreign Intelligence Program
NIEX	No-notice Interoperability Exercises
NIMA	National Imagery and Mapping Agency
NIPRNET	Non-secure Internet Protocol Router Network

NM	Network Management
NMS	National Military Strategy
NPS	Naval Postgraduate School
NSA	National Security Agency
NSS	National Security Strategy
O&M	Operations and Maintenance
OJT	On-the-Job Training
OPLANs	Operations Plans
OPM	Office of Personnel Management
OPORDs	Operations Orders
OPR	Office of Primary Responsibility
OPREP	Operational Reports
OPSEC	Operations Security
ORD	Operational Requirements Document
ORF	Official Representation Funds
OSA	Operational Support Airlift
OSD	Office of the Secretary of Defense
OT&E	Operational Test and Evaluation
OV	Operational View
PA	Privacy Act
PBD	Program Budget Decision
PERISC	Pacific En Route Infrastructure Steering Committee
PME	Professional Military Education
PKI	Public Key Infrastructure
PM&O	Portfolio Management and Oversight
PMRT	Program Management Responsibility Transfer
POC	Point of Contact
POL	Petroleum, Oils, and Lubricants
POM	Program Objective Memorandum
PPBS	Planning, Programming, Budgeting System
PRC	Primary Receiving Center
PSEAG	Physical Security Equipment Action Group
PSRC	Presidential Selected Reserve Call-up
QOL	Quality of Life
RAP	Remedial Action Program
R&D	Research and Development
SAAM	Special Assignment Airlift Mission
SABI	Secret and Below Interoperability
SAMS	Single Air Mobility System
SAP	Special Access Program
SAPCO	Special Access Program Control Office
SATCOM	Satellite Communications
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SECDEF	Secretary of Defense
SES	Senior Executive Service
SIGINT	Signals Intelligence
SIHI	Secure Infrastructure Human Interface
SIM	Systems Integration Management
SIMO	Systems Integration Management Office
SIPRNET	Secret Internet Protocol Router Network
SIT	Systems Integration Testing
SM&W	Special Morale and Welfare
SORTS	Status of Resources and Training System

SOSG	Senior Officer Steering Group
SPS	Standard Procurement System
SSO	Special Security Office
STO	Special Technical Operations
STU	Secure Telephone Unit
T&E	Test and Evaluation
TAFIM	Technical Architecture Framework for Information Management
TAV	Total Asset Visibility
TCAG	Transportation CIM Advisory Group
TC-AIMS II	Transportation Coordinators' Automated Information Movement System II
TCC	Transportation Component Command
TDBM	Technical Database Management
TDR	Transportation Discrepancy Reporting
TDY	Temporary Duty
TFMS	Transportation Financial Management System
TFWG	Transportation Functional Working Group
TIARA	Tactical Intelligence and Related Activities
TLDM	Transportation Logical Data Model
TMO	Transportation Management Office
TPFDD	Time-Phased Force Deployment Data
TPFDL	Time-Phased Force Deployment List
TRAC2ES	TRANSCOM Regulating and Command and Control Evacuation System
TRANSCOP	Transportation Common Operating Picture
TRM	Technical Reference Model
TSWG	Technical Support Working Group
TWCF	Transportation Working Capital Fund
UIW	USTRANSCOM Intelligence Watch
UCMJ	Uniform Code of Military Justice
UCP	Unified Command Plan
ULAN	Unclassified Local Area Network
UNAAF	Unified Action Armed Forces
URP	User Review Panel
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
USTRANSCOMP	United States Transportation Command Pamphlet
USTRANSCOMR	United States Transportation Command Regulation
VIP	Very Important Person
VISA	Voluntary Intermodal Sealift Agreement
VTC	Video Teleconference
WAN	Wide Area Network
WATCHCON	Watch Condition
WWW	Worldwide Web