

JOINT DISTRIBUTION PROCESS ANALYSIS CENTER (JDPAC)

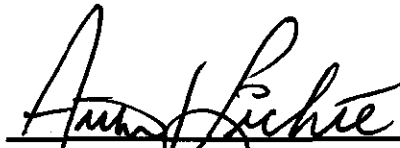
CONCEPT OF OPERATIONS





**UNITED STATES TRANSPORTATION
COMMAND**

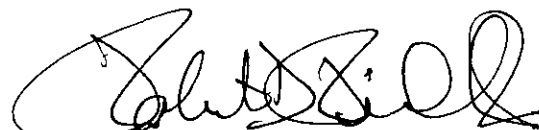
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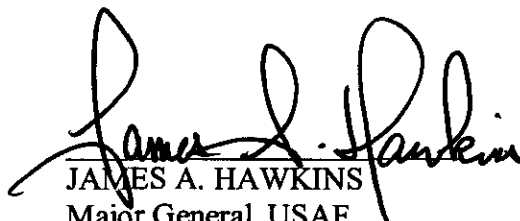
SIGNATORIES TO THE JOINT DISTRIBUTION PROCESS ANALYSIS CENTER
CONCEPT OF OPERATIONS PLAN


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1. Authority and References:

a. U.S. Transportation Command (USTRANSCOM) Policy Directive 90-8, Agreement With Other Agencies, 1 April 2005

b. Air Force BRAC Business Plan COMM-142, April 2006

2. Purpose and Scope.

2.1 To define the roles and responsibilities of the Commanders and their Directorates as it pertains to consolidating the distribution/transportation engineering, analysis, modeling and simulation, and planning [support] functions (Logistics/Facilities Support) of USTRANSCOM, Air Mobility Command (AMC), and Military Surface Deployment and Distribution Command (SDDC). In conjunction with references listed above, this document prescribes the arrangements necessary to support transforming these USTRANSCOM analytic organizations into the Joint Distribution Process Analysis Center (JDPAC). Furthermore, it documents the agreements made at the 23 June 2006 USTRANSCOM Component Commanders' Conference.

3. Objectives.

3.1 Formalize the basic concept of operations that will allow JDPAC to assist USTRANSCOM in fulfilling its role and responsibilities as the Distribution Process Owner (DPO) to "improve the overall efficiency and interoperability of distribution related activities."

3.2 Define the chain of command and establish the needed dual-hatted positions and clarify their roles along with the associated lines of authority.

4. Background.

4.1 The major challenge facing the DPO is how best to integrate independent distribution activities into a coherent capability to support the Combatant Commands (COCOMs). This requires the collaboration of autonomous JDDE players and the coordination of increasingly interconnected processes that transcend the Department of Defense's (DOD) traditional institutional boundaries and its conventional ways of conducting business. The JDPAC will be designed, developed, and operated to promote better performance of the JDDE as a whole in its support to the warfighter along with other COCOMs and government agencies.

4.2 The JDDE is currently a mix of loosely-coordinated supply and transportation activities that deliver materiel and forces to support theaters of operation. The internal federal agencies and external commercial vendors that implement different portions of the DP operate within a common context; but they follow their own modes of operation, are shaped by their own organizational cultures, and pursue their own institutional priorities. The DPO will focus its efforts on integrating this mix of services into a true end-to-end (E2E) capability that delivers the requisite forces and materiel from Point of Origin (PoO) to Point of Effect (PoE).

4.3 The JDPAC will provide the analytical capabilities and Joint Planning support needed to enhance the synchronization and attendant interoperability of logistic services for the COCOMs. The intent is to provide analysis based more on fact and science than on supposition and art. This CONOPS is focused on the operations of this USTRANSCOM direct reporting element designated USTRANSCOM Joint Distribution Process Analysis Center (TCAC). The CONOPS will be

updated annually as the organization progresses through its anticipated development. At FOC, expected in late FY10, a Mission Directive will be published.

4.3.1 JDPAC's Mission: Provide analysis and engineering support to improve the nation's ability to move and sustain the Joint Force and operate the JDDE.

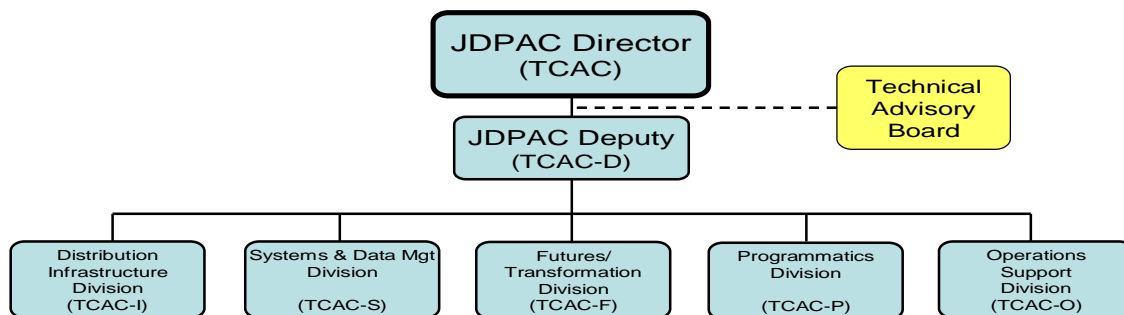
4.3.2 JDPAC's Purpose:

- "Serve as analytic engine for USTRANSCOM and Component Commanders"
- Integrate analytic capabilities of USTRANSCOM's Strategy, Policy, Programs, and Logistics Directorate (TCJ5/4), SDDC's Transportation Engineering Agency (SDDCTEA), and AMC's Analysis, Assessments and Lessons Learned Directorate (AMC/A9)
- Improve focus on Joint operations and provide analytical solutions
- Support the DPO Distribution Transformation Task Force, Capabilities Based Assessment teams and the USTRANSCOM's Fusion Center
- Leverage JDDE partners' analytic capabilities

4.3.3 JDPAC's Core Functions:

- Global deployment and distribution network and infrastructure assessments
- Analytically driven operational courses of action
- Joint capability analysis to inform programmatic decisions
- Support Components' Service Title 10 analysis responsibilities
- Systems integration and data management
- JDDE analysis/global distribution performance assessment
- Futures/transformation analysis.

4.3.4 JDPAC's organizational framework and proposed responsibilities by position are outlined below (fig.1).



(Figure 1)

4.3.4.1 Director (TCAC):

- Lead JDPAC organization to accomplish DPO goals and objectives
- Execute mission on behalf of the Commander, USTRANSCOM, and the USTRANSCOM's Transportation Component Commands

- Organize and oversee the JDPAC to ensure specific functions are within scope to include budgets, schedules, policies and processes
- Create and supervise appropriately matrixed action teams
- Coordinate and direct JDPAC activities to optimize the process, to include support and tracking Service Title 10 efforts within the JDPAC
- Exercise authority over all assigned and attached personnel in accordance with policy
- Develop, synchronize and integrate collaborative relationships and agreements with stakeholders across the JDDE

4.3.4.2 Deputy Director (TCAC-D):

- Serve as principal advisor to the TCAC and assist in the performance of assigned duties and responsibilities
- Act as Director in absence of the Director
- Plan and manage the JDPAC, developing necessary budgets, schedules, policies and processes, to include oversight of contract support
- Staff and administer the military and civilian positions for the JDPAC
- Direct and coordinate staff activities in accordance with policy and Director's instructions
- Ensure sufficient analytical support for and on behalf of the USTRANSCOM corporate structure to include the TCJ3's Fusion Center and TCJ5/4's DPO and programmatic missions
- Assist Service leads in supporting Service Title 10 requirements

4.3.4.3 Technical Advisory Board:

- Comprised of JDDE members from outside permanent JDPAC (TCAC) structure. ie., other USTRANSCOM directorates, DLA, private industry, academia, etc.
- Convene on short-time basis, subject dependent, to advise TCAC on JDDE needs analytical strategies, and information technology systems
- Advise on research agendas, priorities, architectures, demonstrations and experiments on a by-invitation basis

4.3.4.4 Operations Division (TCAC-O):

- Conduct operational analysis in support of the DPO, Joint Staff, and Combatant Commands
- Perform global distribution performance assessments
- Provide deployability analysis in support of theater transportation plans
- Support adaptive and contingency planning
- Support analysis of established Integrated Distribution Lane (IDL) metrics
- Monitor, analyze, design and help implement JDDE data solutions

4.3.4.5 Programmatic Division (TCAC-P):

- Conduct global infrastructure sufficiency analysis and throughput capability analysis
- Manage Joint distribution rules, tools and process analysis
- Ensure the capability to conduct strategic studies to include Operational Assessment (OA) and recurring Mobility Capability and Requirements Study (MCRS)
- Maintain the capability to provide Joint Capabilities Integration and Development System (JCIDS) focused efforts.

4.3.4.6 Future/Transformation Division (TCAC-F):

- Explore concepts and advanced technologies shaping future distribution operations
- Develop change management and evaluate commercial concepts
- Support J5/4's Science and Technology Program to include Advanced Concept/Joint Capability Technical Demonstrations (A/JCTDs)
- Cultivate relationships with the Research and Development (R&D) communities, industry and academia.

4.3.4.7 Systems and Data Management Division (TCAC-S):

- Provide general information management and technology support
- Develop, maintain and/or interface with JDDE models, simulations and decision support tools
- Assist TCJ6 in developing and maintaining a JDDE knowledge management system
- Collect and maintain JDDE data.

4.3.4.8 Distribution Infrastructure Division (TCAC-I):

- Provide global distribution network and engineering assessments
- Acquire, validate, maintain and assess geospatial information system data on distribution networks and nodal facilities
- Provide TCJ3 with distribution network capacity in support of global operations.

4.4 TCAC will operate as the USTRANSCOM point of contact (POC) for all distribution analytical and engineering requirements internally tasked and externally received through USTRANSCOM's STACS Web System. The TCAC will evaluate all requests for the appropriate teaming requirements among the three analytical components and assign the functional tasking appropriately (further detail in 7.3). TCAC will also have visibility of all Service Title 10 analysis requirements to aide allocation of other JDPAC studies among the three analysis elements.

4.4.1 SDDCTEA experience a short-term degradation in analytical capability due to BRAC. Initial operational capability (IOC) will be declared when the SDDCTEA element of JDPAC attains a 50% manning level following their move to Scott AFB. IOC is anticipated by the end of FY08. When the manning level reaches 90 percent and the three elements are physically consolidated in a single permanent facility, building 1920, the JDPAC will achieve full operational capability (FOC). FOC is predicted by the end of FY10 at which time the analysts will become fully matrixed, fluid, cross-functional teams generating a synergistic effect to provide the optimum Joint and Service solution.

4.4.2 Until physically consolidated in one facility, the JDPAC team will continue to improve their connectivity through increased use of email, webshare capabilities, and daily telephone interaction. When possible, the JDPAC organization will conduct bi-weekly Deputy Director meetings and, on the alternate weeks, will conduct Principal (JDPAC leaders) meetings. TCAC will provide weekly written updates to Commander, USTRANSCOM and info the command's staff on top issues and the progress of all on-going study commitments. TCAC will provide Command Group, USTRANSCOM J-Staff, and Component Commanders quarterly updates on major projects and activities. TCAC will provide additional updates at USTRANSCOM Component Commanders' Conferences as requested or when JDPAC issues require senior leader guidance.

4.4.3 While the JDPAC will focus its early efforts on integrating the respective capabilities of its initial core staff, it will also begin establishing linkages with other institutions to expand its collective capabilities and achieve its broader goals. These will include several different kinds of linkages. First-order linkages refer to those with other USTRANSCOM directorates and USTRANSCOM's Component Commands (TCCs) (AMC, Military Sealift Command [MSC],

SDDC). Because MSC is not currently part of the JDPAC core staff, its analytical capabilities will specifically be requested and integrated in analyses requiring sealift expertise. Second-order linkages refer to those with other members of the JDDE that are within DOD (Defense Logistics Agency, COCOMs, Joint Forces Command, Office of the Secretary of Defense, etc) or related federal agencies (Coast Guard, Department of Homeland Security, etc). Third-order linkages refer to those with commercial and industrial members of the JDDE (United Parcel Service, Federal Express, Delta, Wal-Mart, etc). Fourth-order linkages refer to those with academic/industrial centers of expertise in integrated logistics and systems of systems (Forum for Supply Chain Innovation at Massachusetts Institute of Technology, Global Logistics Forum at Stanford, Systems of Systems Center of Excellence).

5. General

5.1 This CONOPS is effective upon receipt. This CONOPS will be reviewed annually to ensure it remains a vital, productive collaboration between USTRANSCOM, AMC and SDDC

5.2 Classification – Unclassified

6. Tasks.

6.1 In USTRANSCOM:

6.1.1 TCJ8 will: Through the Planning, Programming, Budgeting, and Execution (PPBE) Process, advocate and obtain funding as required to manage and support those JDPAC functions that are outside of AMC/A9 and SDDCTEA Service Title 10 responsibilities.

6.1.2 TCJ6 will: Provide IT support to establish initial C2 and business systems services in accordance with BRAC 2005 directives to USTRANSCOM, AMC/A9, and SDDCTEA to support operations.

6.1.3 TCAC will:

6.1.3.1 Submit organizational change requests (OCR) to TCJ1 to establish the necessary JDPAC structure on the Joint Table of Distribution (JTD) comprised of: (a) dual-hat civilian billet to serve as JDPAC Director / SDDCTEA Director (with the Army billet and associated end-strength residing on SDDC's manpower books), (b) a military (rotational) JDPAC Deputy Director, (c) dual-hatted division chiefs (ie. SDDC billets and associated end-strength that reside on SDDC manpower books), and (d) eight (8) analyst billets (four (4) military, four (4) civilian) (realigned from TCJ5/4 to TCAC). The military dual-hatted positions will reside on the Service manpower document and as such will not be designated as joint duty assignment. Individual members/incumbents serving in the dual-hatted positions can request joint credit in accordance with the Department of Defense Joint Qualification System (JQS).

6.1.3.2 Develop, integrate, and sustain the modeling tools of TEA, AMC/A9, and TCJ5/4-AS to accomplish its analytical agenda.

6.1.3.3 Lead DPO Portfolio Management of the Long Range Plans and Analysis Portfolio (AMP, APOD, JFAST), as it relates to Chief Information Officer (CIO) Program Review Panel (CPRP). Facilitate the transfer of the Customs/CPA tools within the Long Range Plans and Analysis Portfolio to the Operations Portfolio for management.

6.1.3.4 Provide all JDDE customers, to include USTRANSCOM Directors, USTRANSCOM Component Commanders, Combatant Commanders, OSD, and Joint Staff, with analytical services and support for initiatives, i.e. J5/4's C-5 AMP/RERP program, analytic support forward to CDDOC, Integrated Distribution Lanes, etc.

6.1.3.5 Manage budget to include external fund sources in support of studies, analysis and programs sponsored by outside agencies.

6.2 AMC will:

6.2.1 Rotate two (2) AMC/A9 analysts to the JDPAC on a six month cycle to facilitate analytical support requirements and initiate replacement action as necessary to affect the overlap of rotations.

6.2.2 Provide additional AMC/A9 personnel as required to form matrix project teams to accomplish JDPAC missions.

6.2.3 Maintain AMC/A9's commitments and responsibilities to provide analyses, assessments, and lessons learned to HQ AMC (MAJCOM-C) and 18AF (NAF-C).

6.2.4 Maintain tasking and reporting authority over AMC/A9's support to Service Title 10 requirements.

6.2.5 Be responsible for continuing its financial support to AMC/A9 requirements without reimbursement from the other JDPAC analysis elements.

6.2.6 Budget for requisite Service Title 10 requirements and Service systems.

6.3 SDDC will:

6.3.1 Support SDDCTEA's organizational change requests submitted to Personnel and Logistics (SDG1/4) to: a) Dual-hat the Director, SDDCTEA / JDPAC, b) Create a TEA Deputy Director to handle the day-to-day Service Title 10 responsibilities, and c) Dual-hat seven (7) SDDCTEA billet/positions to be designated the JDPAC Distribution Infrastructure, Systems & Data Management, Futures/Transformation, Programmatic Division Chiefs and Security Specialist, Executive Assistant, and Directors secretary.

6.3.2 Provide additional SDDC personnel as required to form matrix project teams to accomplish JDPAC missions.

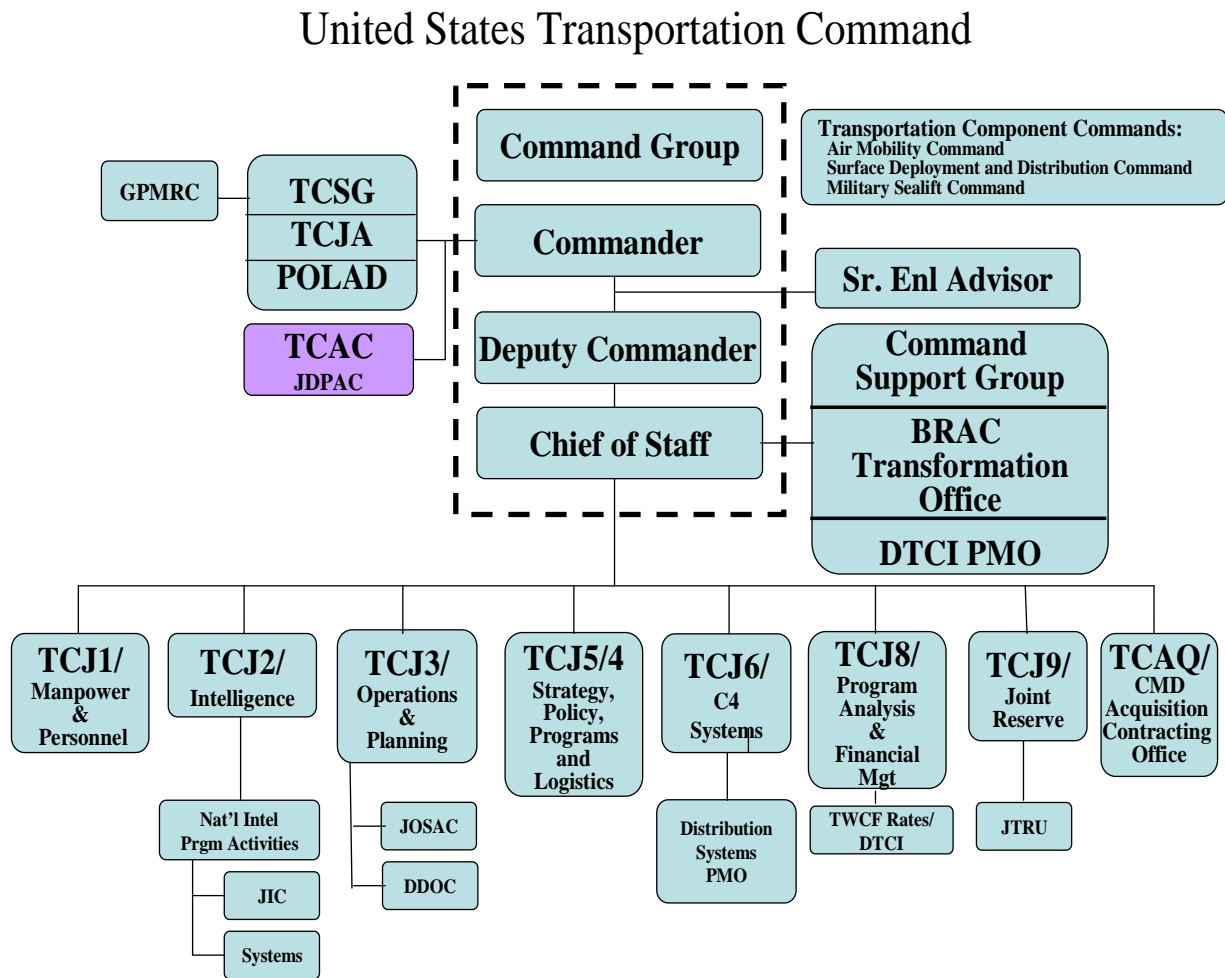
6.3.3 Maintain tasking and reporting authority over SDDCTEA's support to Service Title 10 requirements.

6.3.4 Be responsible for continuing its financial support to SDDCTEA requirements without reimbursement from the other JDPAC analysis elements.

6.3.5 Budget for requisite Service Title 10 requirements and Service systems.

7. Operations

7.1 JDPAC Director (TCAC) will execute this mission through Commander, USTRANSCOM (Fig.2). Commanding General (CG), SDDC will rate the Director, JDPAC (also dual-hatted as Director, SDDCTEA) and TCCC will senior rate.

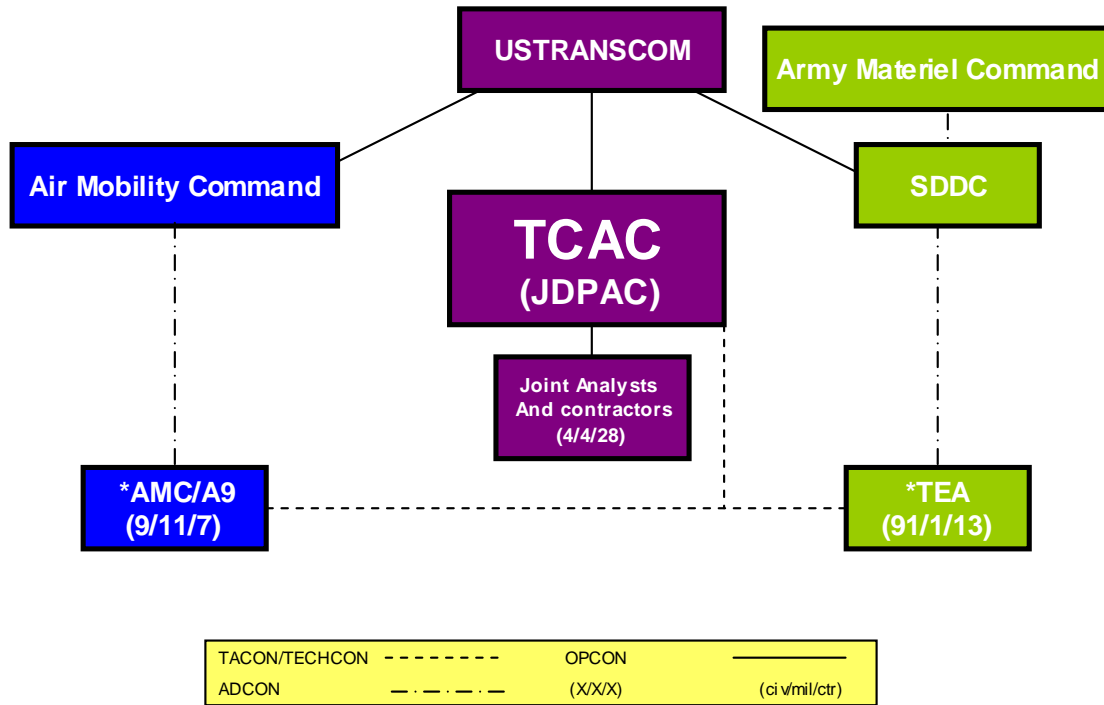


(Figure 2)

7.2 JDPAC transitioned from operating from three disparate locations to partial consolidation of the analysis elements of SDDCTEA, TCJ5/4-AS, and two (2) positions from AMC/A9 being collocated in the temporary SDDC HQ building during 1st Qtr FY08. JDPAC anticipates achieving IOC by the end of FY08 and FOC by the end of FY10.

7.3 TCAC will have tasking authority over JDPAC analysis missions and the personnel matrixed to the JDPAC from each of the three analysis elements. Requests for JDPAC analysis support will be tasked through the USTRANSCOM STACS process to facilitate tracking and evaluation. With the exception of Title 10 studies and studies sponsored by outside agencies, analyses completed will be reviewed and released through the USTRANSCOM Command Group. All Service Title 10 requirements will flow directly from the military Services to the appropriate USTRANSCOM Component Command and on to JDPAC components with info copies provided to TCAC for awareness and tracking purposes. Resulting Title 10 analysis products will be returned to the Services through the appropriate Component Command for review and release (Fig. 3) with an info copy provided to the USTRANSCOM Command Group.

USTCAC Command and Control



•Title 10 Functions are TACON/TECHCON to the Component Commands and their associated Services. Technical control (TECHCON), while not an official DoD term, is more reflective of the command relationship resulting from the consolidation of analytical functions under the JDPAC.

(Figure 3)

7.4 Taskings will flow from the JDPAC Director (TCAC) to the JDPAC Deputy (TCAC-D) who will prioritize and assign them out to the appropriate division. The majority of taskings will be managed at the division level (O6/GS-15 level). The JDPAC Director will provide first level oversight. When prioritization issues arise, the JDPAC Director will first work with his senior staff, as a prioritization board, to internally establish a recommended priority change and course of action (COA) to resolve the issue. The Director will then work with the tasking organization of the lower priority projects to determine if the project scope and/or due date can be adjusted. If the issue cannot be resolved with a change in scope and/or due date, then the Director will elevate the issue to an arbitration board consisting of Deputy Commander USTRANSCOM, Vice Commander AMC, and Deputy to the CG, SDDC, for final resolution.

7.5 TCAC will ensure that sufficient personnel are identified to provide direct analysis support to the USTRANSCOM's Fusion Center and J5/4's DPO and programmatic missions. If necessary, JDPAC personnel will be collocated with the J3 and J5/4 staffs to provide effective and efficient support.

7.6 In addition to its external analysis requirements, the JDPAC will provide analytical support for and on behalf of the USTRANSCOM corporate structure through its integrated, synergistic organization. While the JDPAC will conduct the analysis and document the results, the analysis sponsor (e.g. USTRANSCOM Directors or TCCs) maintains responsibility for applying the results to develop and advocate positions on behalf of the Command. Similarly, the study sponsor (e.g. TCJ5/4, AMC, SDDC) will represent the analysis and related results at all O-6 level and General/Flag Officer forums utilizing JDPAC staff, when necessary, to support the analytical process and findings.

8. Employment

8.1. Director, JDPAC will be rated by CG, SDDC and senior-rated by Commander, USTRANSCOM.

8.2. All military personnel will continue to be senior-rated by their respective commands.

8.3. All civilian personnel will continue to be senior-rated by their respective services/commands.

9. Coordination

9.1. JDPAC is designated as a direct reporting element to CDRUSTRANSCOM with an office symbol of TCAC.

10. Points of Contact: The TCAC points of contact for this CONOPS are:

At SDDC: SDDCTEA / JDPAC Acting Director (Mr. Mike Williams)
709 Ward Drive
Scott AFB IL 62225-5357
(618 220-5118)

At USTRANSCOM: TCAC-D (Col Scott Cusimano)
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Scott AFB IL 62225-5357
(618 220-5117)

At AMC: HQ AMC/A9 (Mr. Dave Merrill)
402 Scott Drive, Unit 3M12
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