



USTRANSCOM



JOSAC 101

31 Oct 2012

Together, we deliver.



Mission Statement



Centrally schedule and coordinate joint service Operational Support Airlift (OSA) missions within the USNORTHCOM area of responsibility to meet DOD wartime readiness and cost savings guidelines. Provide oversight and total asset visibility of the OSA enterprise in order to support senior leader travel requirements globally.



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OSA Enterprise History



BLUF: Allow more efficient use of limited assets... USTRANSCOM I Plan Aug 93

- **SECDEF Memo of 15 Apr 93**

- Tasked USCINCTRANS to develop the capability to coordinate the scheduling of CONUS Operational Support Airlift
- USTRANSCOM I Plan activation 1 Jan 1994 – common scheduling tool
- CJCS direction Feb 96 – USTRANSCOM schedules CONUS OSA = JOSAC Apr 96
- Numerous CJCS, GAO reports and studies with the same common themes
 - Wartime requirements must drive the fleet / efficient use of assets
 - Resounding theme in all studies ... Services define OSA differently

- **Fleet size**

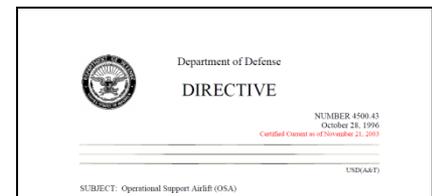
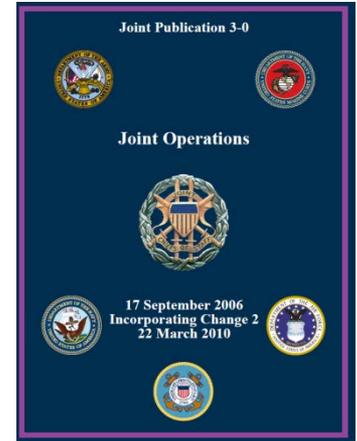
- Prior to 1995 – Services determined roles and mission and fleet size >550 acft
- 1995 CORM – CJCS directed study of wartime roles and missions
 - Fleet COCOM focused, based on two major regional conflicts set to 391 acft
 - Service retain ownership, organize, train and equip OSA assets
- Several Service and OSD program reduction result in a 2010 fleet size – 353 acft

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OSA C2

- **1995 CORM Report**
 - USTRANSCOM Should manage and schedule the OSA fleet in support of all the Services and CONC
- **Feb 1996 CJCS “Management of OSA Aircraft”**
 - Consolidate schedule under TRANSCOM
 - 19 acft held for Sr Exec Acft
- **1996 USTRANSCOM Study**
 - Consolidate OSA Schedule under a single unified commander
 - Continue multi-Service ownership of OSA assets
- **DODD 4500.43 (Operational Support Airlift)**
 - USTRANSCOM’s JOSAC shall schedule the Service’s CONUS-based fixed-wing acft performing CONUS msns
 - JOSAC schedules Service OSA aircraft via a “Cooperative Military Airlift Agreement” versus traditional Jt C2 relationship
 - Withhold: aircraft withheld from OSA scheduling, but included in numbers and visibility requirements
- **JP 3-0**
 - Functionally CCDRs operate across all geographical regions
 - Service components retain responsibility for certain service-specific functions and other matters affecting their forces, including internal administration, personnel support, training, logistics
- **DODD 4500.56**
 - Service Secretaries shall: establish criteria, in accordance with Budget Circular No. A-126 for transportation on Service Secretary Controlled Aircraft.
- **Reality**
 - Services withhold OSA acft filling JP 3-0 logistics requirements, under the DODD 4500.56 single reference to “Service Sec Controlled Acft”
 - Services “open” acft to JOSAC after Service requests are filled
 - **Service Support lift is an inefficient process filling one request per aircraft**



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JOSAC Manpower



Total Personnel 35	
Civ/Mil 30	CTRs 5
Military 14	Civilian 16
Officer 7	Enlisted 7

as of 29 Oct 12

TCJ3-J
JOSAC Division
COL Doug Pavek (USA)

TCJ3-J Deputy
Lt Col Tyler Prevett (USAF)

Per USTCI 38-1,
Schedule air transport for DOD personnel and cargo using CONUS-based OSA aircraft. Respond to the SECDEF tasking for CONUS OSA assets. Schedule unsupported DV OSA missions for the White House Military Office (WHMO), Office of the Vice Chief of Staff/Special Air Missions (CVAM), Office of Legislative Liaison, and the U.S. Army Priority Air Transport Detachment.

TCJ3-J SEL
GySgt Kion Clark

TCJ3-J Admin
Mrs. Hunter Bodkins



TCJ3-JS
Scheduling Branch
Mrs Cathi Thompson

18 Schedulers
2 Teams

TCJ3-JE
Execution Branch
LTC Cathi Cherry (USA)

2 Duty Officers/2 NCOs
(3 USA, 1 USMC, 1 USN)

TCJ3-JX
Executive Airlift Branch
LtCol Brad Sherman (USMC)

2 Air Transport Specialists

TCJ3-JI
IT Branch
LCDR Mike McKelvey (USN)

5 Contractors
JALIS Help Desk / Sys Admin / Data Admin

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The OSA Spectrum



- **Operational Support Airlift is a Mission...Not an Aircraft**
 - “Movements of high-priority passenger and cargo with time, place, or mission-sensitive requirements. OSA missions are a special classification of airlift mission support...”
- **Much Difficulty Reaching Inter-Service Agreement:**
 - **Which Aircraft are Primarily OSA Aircraft**
 - **Which Can Perform OSA Missions When Needed**
 - **Which are Not OSA**

*Position-Based DV Lift
(Executive Aircraft)*



*Common User Lift Mission
(JOSAC, OSAA, NALO, USMC)*



*Direct Support Missions
(OSAA, NALO, AOCs)*



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JOSAC / Service Relationship




USA

Validation:
State and HQ Level (<200)

Scheduling:
Army NG: OSAA (C-12, UC-35, C-26)
Army Res: 11 AVN (C-12, UC-35)

Provides Aircraft



USN

Validation:
NALO

Scheduling:
CFLSW (USNR) (C-9)

Provides Aircraft



JOSAC
Via "Cooperative
Military Airlift
Agreements"



USAF

Validation:
MAJCOM HQ

Scheduling:
AD : 375 AW (C-21)
AFRES: 932 OG (C-40C)
ANG : 6 x WGs (C-21, C-38, C-40C)

Provides Aircraft



USMC

Validation:
4 Regional Offices

Scheduling:
By Unit (C-12, UC-35, C-9)

Provides Aircraft



CONUS-Based OSA Assets in JALIS



	TYPE	USA	USN	USAF	USMC	TOTAL
						<i>as of 29 Oct 2012</i>
Small	C-12	71	0	0	9	80
	C-21	0	0	31	0	31
	UC-35	13	0	0	9	22
	C-38	0	0	2	0	2
Large	C-26	8	0	0	0	8
	C-9	0	4	0	2	6
	C-40	0	0	7	0	7
		92	4	40	20	156



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JOSAC Force Providers – FY12



USAF – 1,578 Sorties

C2 through Unit, and AOC

	OSA	VIP-SAM
Active	C-21	VC-25, C-32, C-40, C-37, C-20
ANG	C-21, C-40, C-38	C-40
RES	C-40	

USMC – 1,497 Sorties

C2 through USMC HQ

	OSA	VIP-SAM
Active	UC-35	
RES	UC-35, C-12, C-9	

US Army – 9,198 Sorties

C2 through OSAA, 11th Avn Cmd, USAPAT

	OSA	VIP
Active		C-37, UC-35, C-20
NG	UC-35, C-12, C-26	
RES	UC-35, C-12	

US Navy – 764 Sorties

C2 through NALO, VR-1

	OSA	VIP
Active		C-37, C-20
RES	C-9	

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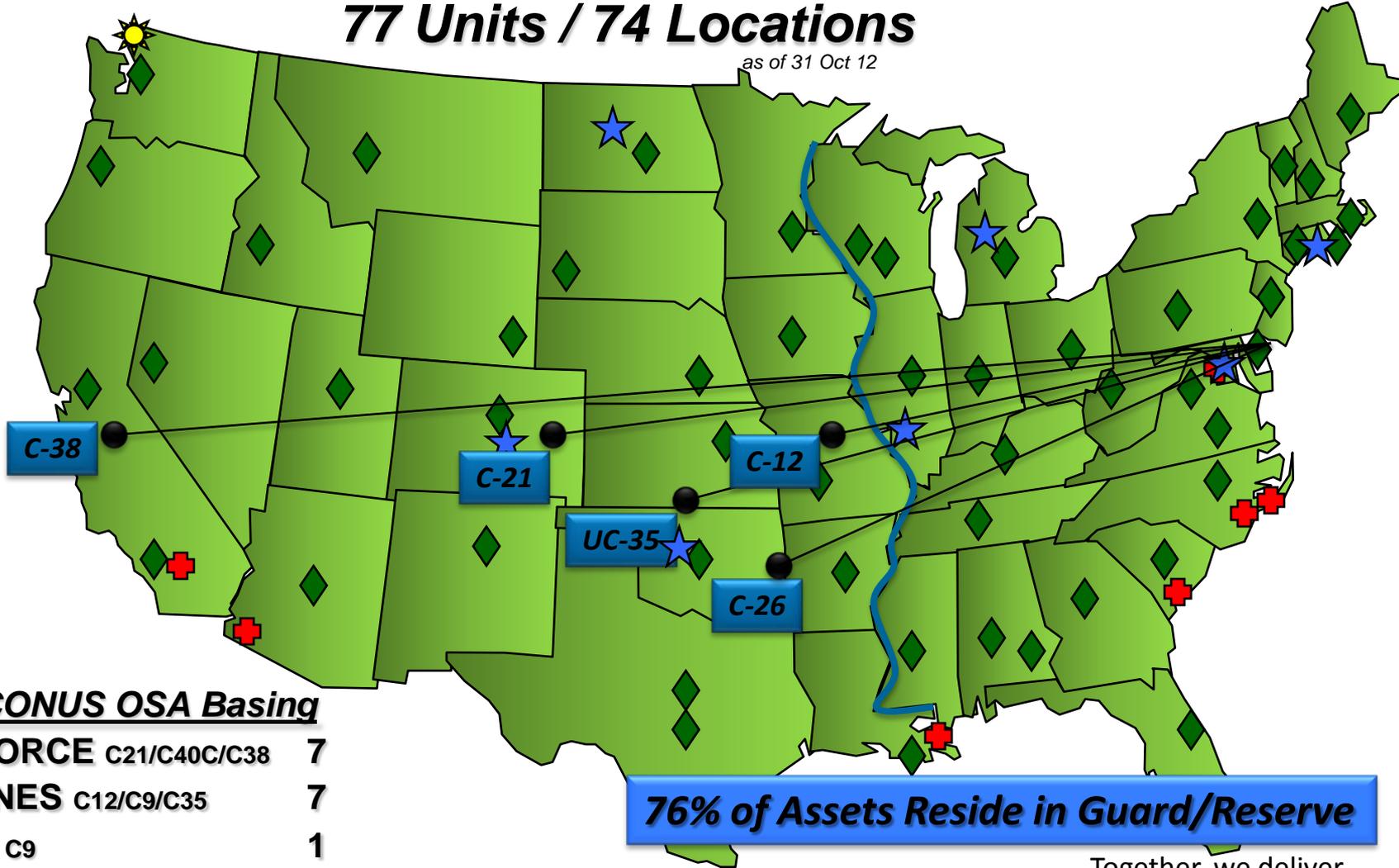


CONUS OSA Laydown (JOSAC)



77 Units / 74 Locations

as of 31 Oct 12



JOSAC CONUS OSA Basing

★	AIR FORCE C21/C40C/C38	7
+	MARINES C12/C9/C35	7
☀	NAVY c9	1
◆	ARMY C12/C26/C35	<u>59</u>
	TOTAL	74 Locations

76% of Assets Reside in Guard/Reserve

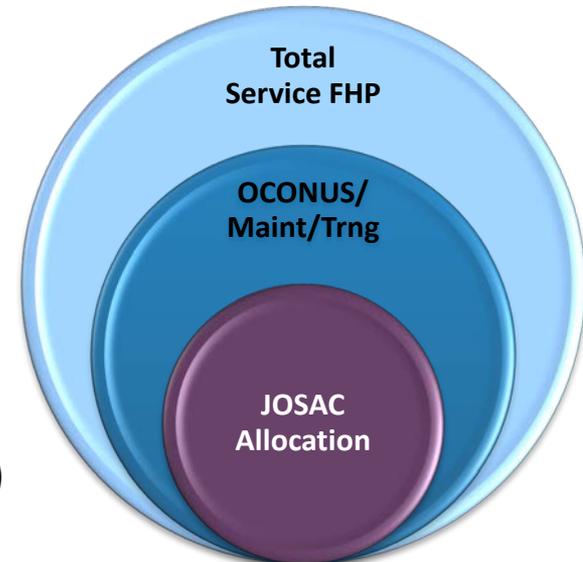
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Allocation of Aircraft to JOSAC



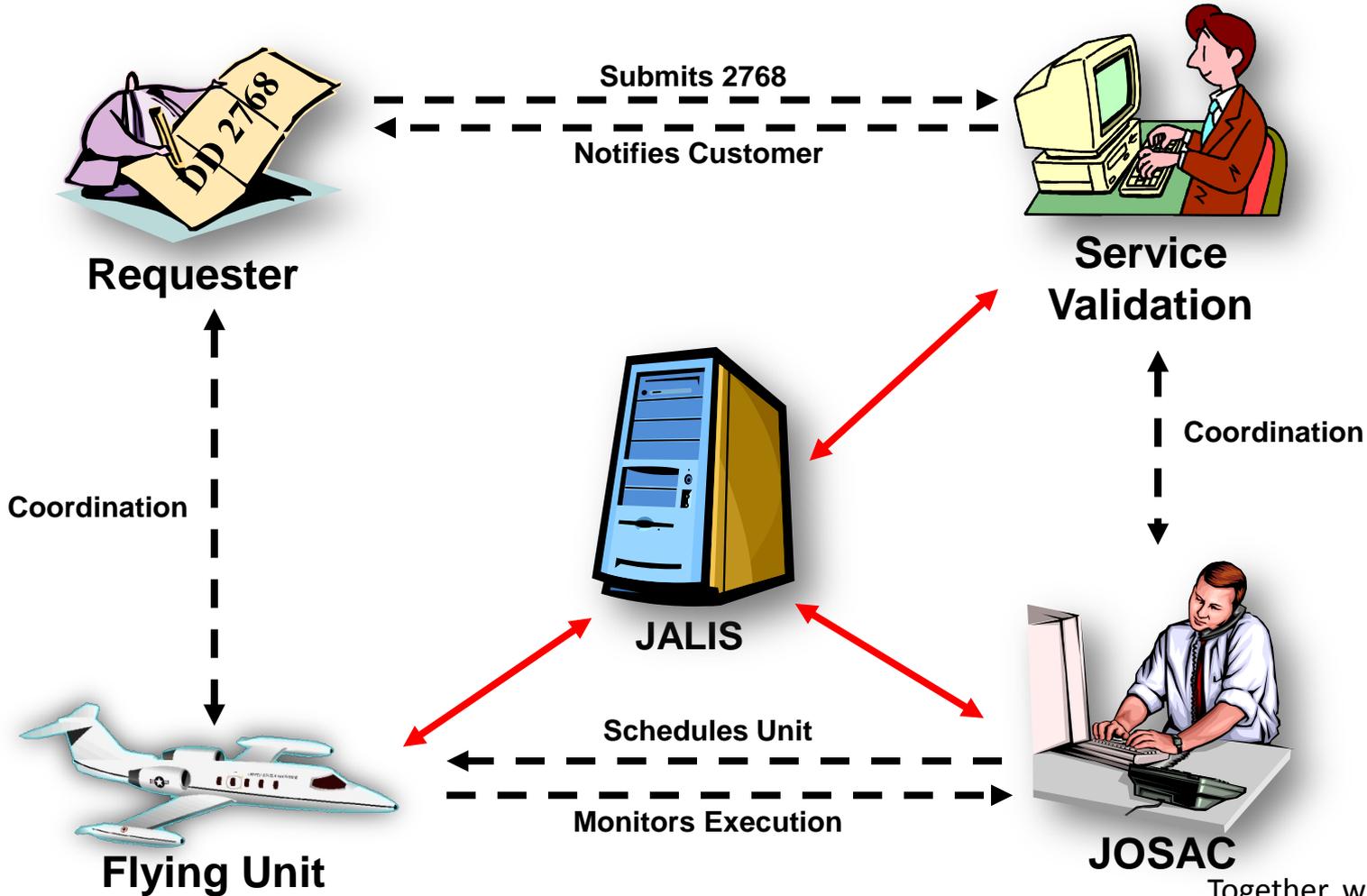
- **OSA Fleet Structured to Meet Wartime Mission Requirements**
- **Services Deploy Assets in Support of COCOMs**
- **CONUS-Based Aircraft in a Training and Readiness Mode are Allocated to JOSAC for Scheduling**
- **Flight-Hour Program is shaped for Readiness/Training Proficiency**
- **Services Withhold for:**
 - **OCONUS Missions**
 - **Emergency Procedures Training**
 - **Maintenance (Depot, Scheduled, No-Notice)**
 - **Resource Limitations (Crews, Flying Hours, etc.)**
- **Services Allocate CONUS Aircraft to JOSAC on a Day-to-Day Basis**
 - **Business rule...7 Days in Advance**



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How JOSAC Schedules Allocated Aircraft



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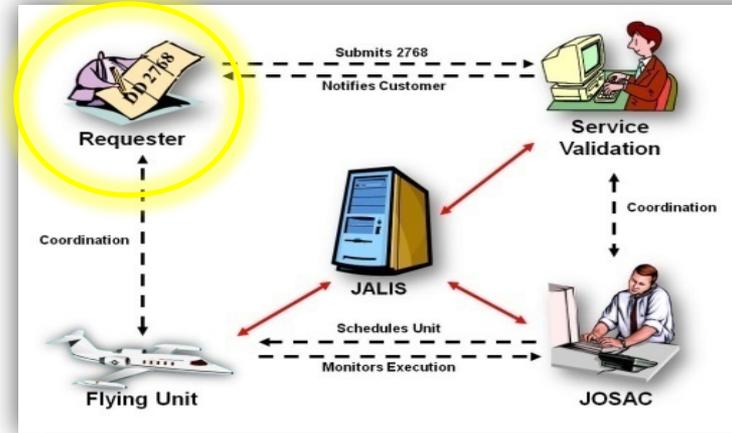


JOSAC Operational Process - Requests



- Travel Party Completes Airlift Requests (DD Form 2768)**

- Request submitted to validator
Senior Traveler signature cannot
be delegated



- JOSAC Receives Average of 332 Requests/Week

- Begin Working Requests 7 Days Prior to Travel

- DoD Directive 4500.43, “Except when operational demands dictate otherwise, requesters shall provide...sufficient advance notice of flight requests (at least 4 days)”



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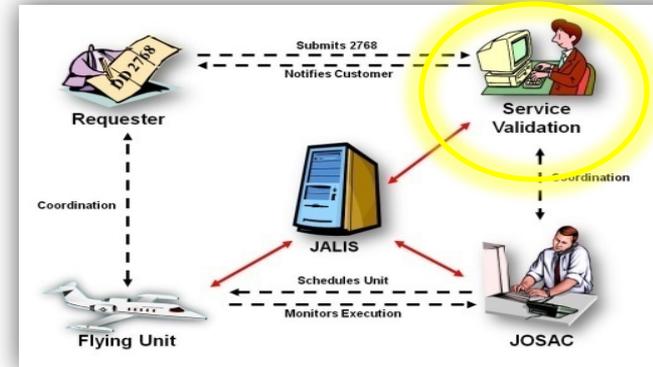


JOSAC Operational Process - Validation



- **Service or COCOM HQ Validate and Prioritize Airlift Requests**

*Request submitted by Senior Traveler,
Approved per Service Directives,
Validated/Prioritized by Service/COCOM Validators*



- **Priority & Urgency Codes per DOD Directive 4500.43:**
 - **Priority 1** – Forces engaged in combat, contingency or peace keeping operations as directed by National Command Authority or life saving purposes (very few for JOSAC)
 - **Priority 2** – “Required use” or compelling operational considerations making commercial transportation unacceptable
 - **Priority 3** – Official business travel validated to be more cost effective than commercial transportation

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JOSAC Operational Process – Scheduling

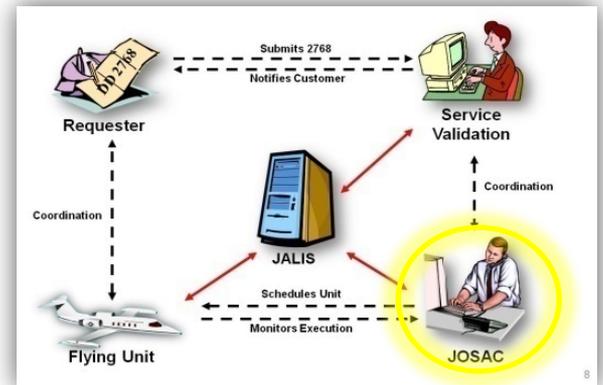


- **JOSAC's Scheduling Branch matches Validated Requests to available OSA fleet**

- **~150 Total OSA Aircraft in JOSAC "Pool"**
 - *Varies +/- due to depot mx, deployments, etc.*

- **Available Aircraft Vary; Approx:**
15 on Weekend/Holiday to
40 on Weekday

- **Customer Demand is Highest:**
 - *Weekdays (Mon-Fri)*
 - *Early AM (0700 – 0900L) Departures*
 - *Late Afternoon (1400 – 1800L) Arrivals*



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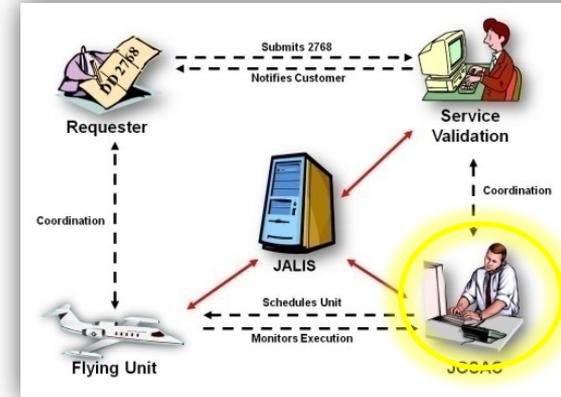


JOSAC Operational Process – Scheduling



- **JOSAC Scheduling Business Rules:**
 - **Priority 2 Requests are Scheduled First**
 - **Remaining Requests (Priority 3) are then Worked with Remaining Available Aircraft**
- **Using Other Considerations:**
 - *Size of Travel Party*
 - *Departure and/or Arrival Locations*
 - *Time of Day of Requested Travel*
 - *Rank of any DVs*
 - *Lift Aggregation to maximize usage*

- **Regrets:**
 - **Notify Customers 48 Business-Hours Prior to Required Lift**



Priority 2 Requests are Always Scheduled First; the “Cut Line” is Basically Priority 3. Scheduling Priority 3 Requests onto Available Aircraft is a Dynamic Process that Combines both Art and Science

Support Rate Math – Typical Weekday:

- 1) 80 Requests/Weekday – 13 Cancelled by Requestor = 67 Requests to Work
- 2) 67 Requests/Weekday × 91% Support Rate = 61 Scheduled Requests
- 3) 61 Scheduled Requests ÷ 40 Available Aircraft = 1.53 Requests/Aircraft

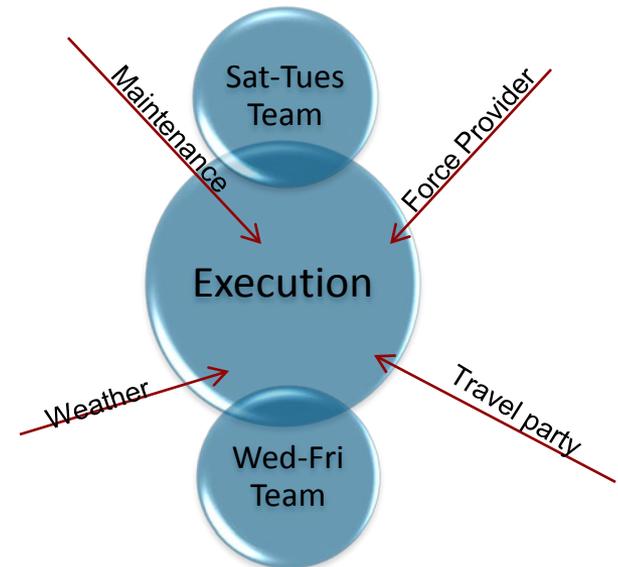
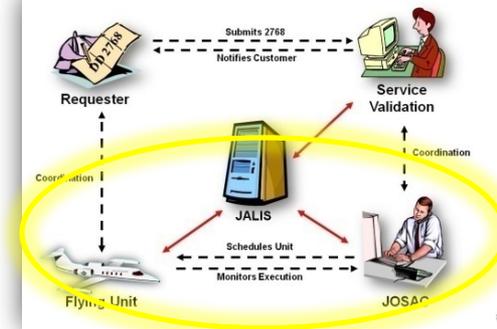
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JOSAC Operational Process – Execution



- **Execution Branch Provides Oversight of Daily OSA Missions**
 - **Scheduling Branch Passes Missions to Execution Branch at 1600L the Day Prior to Execution**
 - **Generates, Modifies, or Cancels Missions to Meet Evolving Airlift Requirements (Weather, Maintenance, Customer Changes, etc.)**
 - **Fixes Problems Using In-System-Selects (ISS) Available / Unused Aircraft & Requests to Open Aircraft**
 - **Coordinates with Validators, Requesters, Passengers/Staff, Flying Units, and Aircrew**



JOSAC has Scheduling Authority...
JOSAC Does Not Have Tasking Authority...
We Act Like C2, but have no OPCON

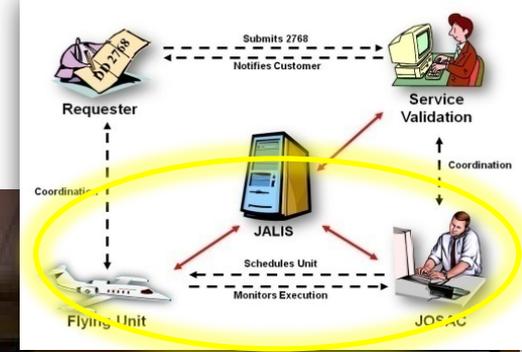
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JOSAC Operational Process – Execution



- **24/7 Current Ops Watch**
 - 1 Duty Officer, 1 Enlisted Controller, Duty Scheduler
 - Provide close coordination between lift and passengers



- **ITV Tools**
 - SMS
 - ETMS
 - JOSAAMS



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JOSAC Operational Process – Execution

ITV Tools - JOSAAMS



JOSAAMS (version 2.0.2)

Date Range: 07Jun11 0600 to 08Jun11 0600 Today

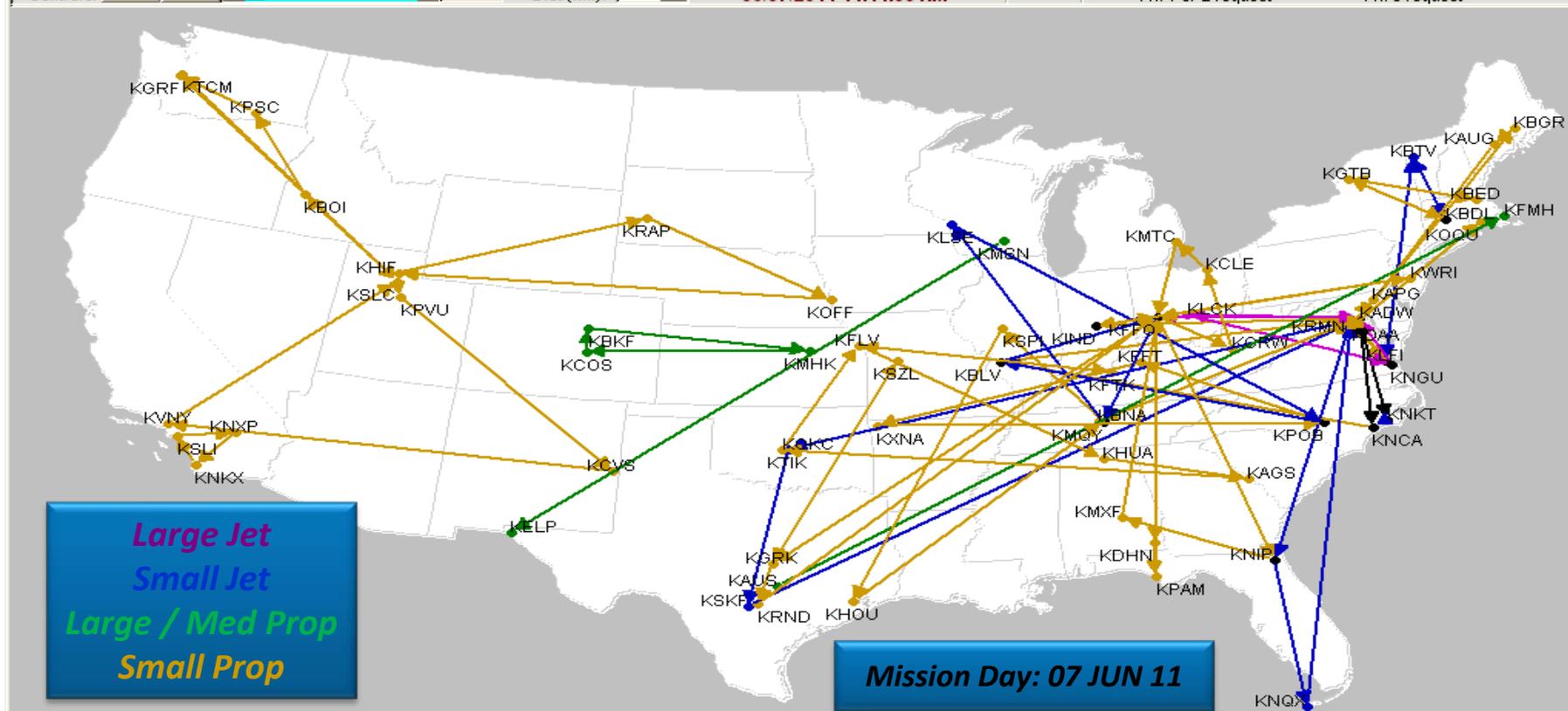
Mission #: Space-A only

From: and To:

Originating: Arriving: Through: Terminating:

A/C Types	A/C Categories	Display
C12	Large Jet	<input checked="" type="checkbox"/> Missions
C20	Large Prop	<input type="checkbox"/> Requests:
C21	Small Jet	<input type="checkbox"/> Small team
C26	Small Prop	<input type="checkbox"/> Large team
C35	Unknown	<input type="checkbox"/> Tips

Map Controls: Colors Center out zoom in Labels Proximity Dist (nm): 30 Last update (mm/dd/yyyy): 06/07/2011 11:14:00 AM Legend: Large Jet Small Jet Large Prop Small Prop Multi-types



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JOSAC Metrics – Support Rates



FY11 Support Rates:

- ***89.5% Overall***
- ***97.8% PRI 1/2 Requests (82 total PRI2 regrets)***
- ***87.3% PRI3 Requests***
- ***90.4% DV Support***

FY12 Support Rates:

- ***86.4% Overall***
- ***98.2% PRI 1/2 Requests (53 total PRI2 regrets)***
- ***82.9% PRI3 Requests***
- ***87.3% DV Support***

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JOSAC Enterprise FY-12 Service/Joint Breakdown



Requests	USA		USN		USAF		USMC		Joint Customers		Totals
	Number	%	Number	%	Number	%	Number	%	Number	%	
Total Airlift Requirements	7,644		741		2,958		1,644		1,849		14,836
Total Airlift Requirements Supported	6,820	89%	587	79%	2,454	83%	1,393	85%	1,813	98%	13,067
Total Airlift Requirements Regretted	824	11%	154	21%	504	17%	251	15%	36	2%	1,769
Total Pax Requested	38,373		15,971		15,999		13,154		5,017		88,514
Pax Supported	32,760	85%	12,902	81%	12,999	81%	9,148	70%	4,897	98%	72,706
Pax Regretted	5,613	15%	3,069	19%	3,000	19%	4,006	30%	120	2%	15,808
Total Cargo Requested	634,118		140,445		255,014		410,846		395,447		1,835,870
Cargo Supported	351,018	55%	117,405	84%	216,989	85%	181,046	44%	393,395	99%	1,259,853
Cargo Regretted	283,100	45%	23,040	16%	38,025	15%	229,800	56%	2,052	1%	576,017
*The data below displays each services' contribution towards the total joint requirement											
Joint Lifts Provided*	1,338	74%	29	2%	329	18%	117	6%	-	-	1,813

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JOSAC Enterprise FY-12 Provided vs. Consumed



Requirements Provided	Providing Service							
	USA		USN		USAF		USMC	
	Number	%	Number	%	Number	%	Number	%
Total Provided by Service->	9,198	-	764	-	1,578	-	1,497	-
Consumed by USA Users	5,924	64%	178	23%	497	31%	221	15%
Consumed by USN Users	184	2%	312	41%	15	1%	76	5%
Consumed by USAF Users	1,354	15%	163	21%	681	43%	226	15%
Consumed by USMC Users	398	4%	82	11%	56	4%	857	57%
Consumed by Joint Users	1,338	15%	29	4%	329	21%	117	8%

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Frequent Customer Issues



- ***“Request for a Jet, not a C-12”***
 - ***JOSAC Schedules Aircraft to Meet Validated Requirements***
- ***“Request for no Space-A pax on Board”***
 - ***DODI 4500.43, E3.1.c: The carrying of space-available passengers and cargo authorized by DoD 4515.13-R, is strongly encouraged and will be accommodated to the maximum extent possible.***
- ***“Scheduled Times Don’t Work with Our Itinerary; Need to Slip...”***
 - ***All customers must provide at least a 2-hour departure window***

***Most frequently, customers (DVs and staff) do not understand JOSAC’s business model; how and why we do what we do.
Solution: Continued Customer Education***

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QUESTIONS?



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Backup Slides

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DoDD 4500.56,

DoD Policy on the Use of Gov't Aircraft and Air Travel, Sept 2012



TIER ONE (Shown as DV2)		
SECDEF		Leon Panetta
DEPSECDEF		Ashton B. Carter
CJCS		Gen Martin Dempsey
VCJCS		ADM James A. Winnefeld
TIER TWO (Shown as DV2)		
USAF	Secretary Chief	Mr. Michael B. Donley Gen Mark Welsh III
USA	Secretary Chief	Mr. John McHugh Gen Raymond Odierno
USN	Secretary Chief	Mr Ray Mabus ADM Jonathan Greenert
USMC	Chief	Gen James F. Amos
CENTCOM		GEN James Mattis
EUCOM		ADM James Stavridis
PACOM		ADM Samuel Locklear
SOUTHCOM		Gen Douglas Fraser
SOCOM		ADM Bill McRaven
STRATCOM		Gen C. Robert Kehler
NORTHCOM		GEN Charles Jacoby Jr.
AFRICOM		Gen Carter Ham
USTRANSCOM		Gen William Fraser
USFK		GEN James Thurman
USFOR-A		Gen John Allen
USCYBERCOM		GEN Keith Alexander
USD Acq, Tech, Log		Frank Kendall
USD Intelligence		Michael G. Vickers
USD Policy		James Miller

TIER THREE (Shown as DV3)	
Chief, National Guard Bureau (DV2)	
Commander Air Combat Command	
Commander Air Education and Training Command	
Commander Air Force Materiel Command	
Commander Air Force Space Command	
Commander Air Mobility Command	
Commander, US Army Materiel Command	
Commander US Army Forces Command	
Commander Pacific Air Forces	
Commander US Army Training and Doctrine Command	
Commander US Air Forces in Europe	
Commander US Pacific Fleet	
Commanding General US Army Europe	
Director Naval Nuclear Propulsion	
Vice Chiefs of the Military Services (Tier 2 when acting as Service Chief)	
TIER FOUR	
Deputy Commanders of the Combatant Commands (Tier Two when designated in writing as the CCDR by the SECDEF)	
Under Secretary of Defense (Comptroller)/Chief Financial Officer	
Under Secretary of Defense for Personnel and Readiness	

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Policy - Operationally Compelling Reasons for MILAIR



- **DODD 4500.56, Enclosure 3**
 - ***E3.3.: Other official travel (i.e. not 'required use' travel) is normally accomplished using commercial transportation and is for the conduct of DoD official business.***
 - ***E3.3.b. To determine that commercial service is not reasonably available, the traveler must clearly demonstrate that a valid official reason for the use of government aircraft exists, other than personal convenience.***
- **DODI 4500.43, DOD Policy:**
 - ***4.F.2(a/b) Government aircraft shall only used to meet OSA mission requirements when (a) no commercial airlift is able to meet the traveler's departure or arrival requirements within a 24-hour period, unless the traveler demonstrates that extraordinary circumstances require a shorter period to fulfill effectively the agency requirement or (b) the actual cost of using a Government aircraft is not more than the cost of using commercial airlift.***



Policy - Efficient OSA Operations



- **Office of Management and Budget Circular A-126**
 - This Circular is being issued to **minimize cost and improve the management and use of government aviation resources**. It prescribes policies to be followed by Executive Agencies in acquiring, managing, using...and disposing of aircraft.
- **DODD 4500.56, para 4.a.**
 - **Government aircraft transportation is a premium mode of travel involving high costs and limited resources**. All DoD employees at any level including commanders and airlift authorizing officials shall restrict travel based on considerations such as purpose of the trip, method of transportation required, and priority of travel. **Every effort shall be made to minimize travel cost**. In that regard, the type of aircraft used shall be based on the minimum cost and size necessary to satisfy the requirement.
- **DODD 4500.56, E3.3.a.**
 - **Government aircraft shall not be approved for other official travel if commercial airline or aircraft (including charter) service is reasonably available**; i.e., commercial airline or airlift service is available to effectively fulfill the mission requirement and is able to meet the traveler's departure and arrival requirements in a 24-hour period, unless highly unusual circumstances present a clear and present danger, an emergency exists, use of government aircraft is more cost-effective than commercial air, or other compelling operational considerations make commercial transportation unacceptable.

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Policy – Space-Available Seats



- ***DOD 4515.13-R, “Air Transportation Eligibility”***
 - *Authorizes approved passengers to occupy DOD aircraft seats which are surplus after all Space-Req’d passengers have been accommodated*
 - *Space-A travel is a privilege to Uniformed Service members as an avenue of respite from the rigors of Uniformed Services duty*
- ***DODI 4500.43, “Operational Support Airlift (OSA)”***
 - *The carrying of Space-A passengers and/or cargo is strongly encouraged and will be accommodated to the maximum extent possible*
- ***SECDEF Memo, 21 Mar 07***
 - *[Wounded Warriors] will be offered excess seats on any DOD aircraft in the CONUS supporting DOD senior officials’ travel*
 - *Wounded Warriors traveling in a leave-status will be offered seats on a space-available basis prior to any other potential space-available passenger category*
- ***TCCC reviewed policies and chose to caveat Space-A and allow DV3 and above first right of refusal***

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Policy - Type of Aircraft Assigned to Msn



- ***DODI 4500.43, “Operational Support Airlift (OSA)”***
 - ***Travel status, DV code or status, grade, or rank alone is not sufficient to justify the use of Government aircraft or to dictate a particular aircraft type. Approved travel may require aircraft capable of satisfying performance, configuration, and communications requirements to meet the specific mission.***
 - ***Except when operational demands dictate otherwise, requesters shall provide the scheduling activity with sufficient advance notice of flight requests (at least 4 days) and sufficient flexibility in departure times (at least 2 hours) to permit efficient employment of aircraft.***



Policy – Customer Itinerary Demands



- **DODI 4500.43, “Operational Support Airlift (OSA)”**
 - **E3.1.a.3.c “Except when operational demands dictate otherwise, requesters shall provide scheduling authorities with...sufficient flexibility in departure times (at least 2 hours) to permit efficient employment of aircraft.**
- **USTCI 10-19, “Operational Support Airlift Procedures”**
 - **6.2.1. For priority 3 requirements, requesters should allow at least +/- 12 hours flexibility in departure/arrival times to maximize airlift supportability.**
 - **6.4.6. Departure/Arrival Windows. The Service validator will ensure OSA requests provide the widest possible range in departure and/or arrival times to allow the flexibility to consolidate missions and use the OSA fleet as effectively as possible. In addition to specifying desired arrival and departure times, a minimum 2-hour arrival or departure window is for all requests, required per DOD Directive 4500.43, including priority 2, unless operational demands dictate otherwise. Requests without a scheduling window must sufficiently explain the operational demands in the “Remarks” section. Requesters who require hard travel times may only specify one hard arrival or departure time for each leg of the itinerary. JOSAC will allow for the required 2-hour window on the opposite end of the hard time. Hard times should not be used to force assignment of a desired type of aircraft, and priority 3 requests should never contain hard departure/arrival times as this is inconsistent with the basic definition of the priority code.**

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DODD 4500.43, Operational Support Airlift



Priority 1. Airlift in direct support of operational forces engaged in combat, contingency or peacekeeping operations directed by the National Command Authorities or for emergency lifesaving purposes.

Priority 2. "Required use" airlift or airlift requests with compelling operational considerations making **commercial transportation unacceptable**. Considerations for making commercial transportation unacceptable may include time or delivery constraints, team travel restrictions, or security requirements. Mission cannot be satisfied by any other mode of travel.

Priority 3. Official business airlift that is **validated to be more cost effective than commercial air travel** when supported by military aircraft, or official business travel when **consolidated** with another request(s) on previously scheduled missions.

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