



UNITED STATES TRANSPORTATION COMMAND

STRATEGIC PLAN

2009



**We view our success through
the eyes of the warfighter**

“We are inherently flexible and have a quick response capability that is second to none. We have to be – our customers expect and depend on us to be innovative, cost-efficient, and reliable.”

***General Duncan J. McNabb
Commander, USTRANSCOM***

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U.S. TRANSPORTATION COMMAND

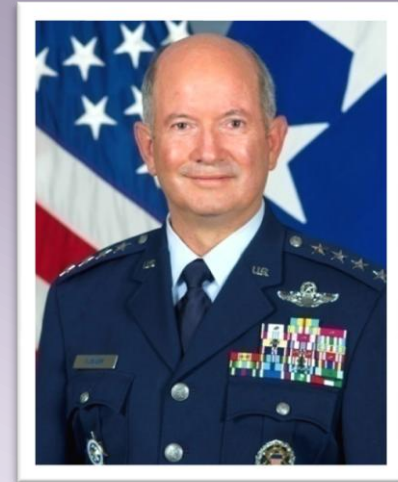
2009 Strategic Plan

Over the past year, USTRANSCOM, together with its military service components and enterprise partners, provided outstanding support to warfighters and made significant progress in maturing the Joint Deployment and Distribution Enterprise (JDDE). As our championship team of world-class logistics professionals begins another year of deployment and distribution operations around the world, we must continue to build upon those successes.

Going forward, USTRANSCOM and its components will continue providing extraordinary capabilities for projecting our national power across a wide range of military and humanitarian operations. Our Strategic Imperatives—supporting full-spectrum global plans and operations and synchronizing the global DOD supply chain—will unify JDDE efforts, deliver value, and improve efficiency. In execution, we will facilitate closer partnerships with JDDE stakeholders as, together, we take on the challenges to improve logistics support to warfighters.

The USTRANSCOM Staff and Component Commands will use this guidance along with an enterprise view to focus the efforts of every USTRANSCOM team member, and the resources they employ, to deliver superior support to warfighters and our nation. I ask each of you to continue working aggressively with our partners and stakeholders to drive enterprise improvement and view success through the eyes of the warfighter.

Thank you in advance, for your hard work on this vital undertaking.



Duncan J. McNabb
DUNCAN J. McNABB
General, USAF
Commander

USTRANSCOM VISION

Synchronize and deliver unrivaled, full-spectrum, deployment and distribution solutions

This strategic plan organizes the collective efforts of the USTRANSCOM staff and components to ensure successful accomplishment of assigned missions. It was developed in three phases.

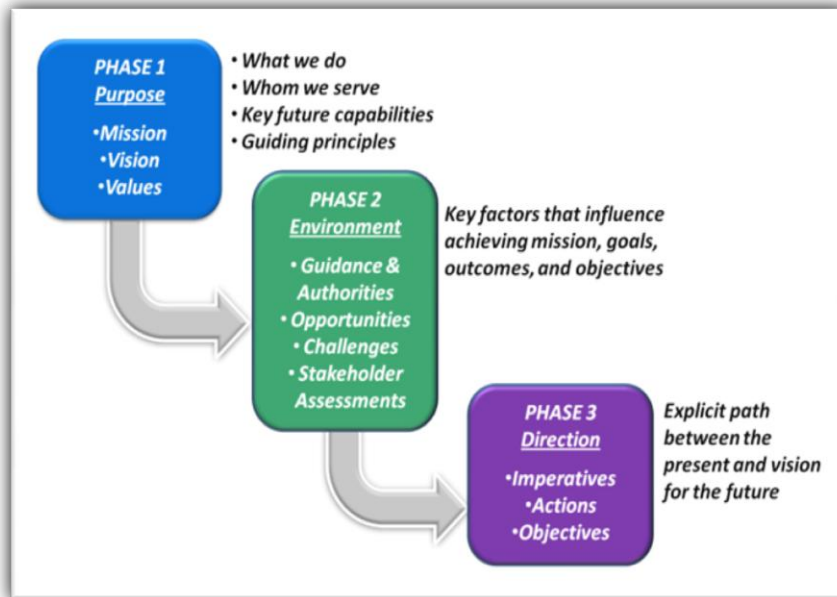


Figure 1. Strategic Plan Development Process

Phase 1 involved research and collaborative discussions to ensure a clear understanding of assigned missions, the Commander's vision for the future, and the command's values. Our missions identify what we must do; our vision is a statement of how we will do what we must do. In Phase 2 we inventoried current and existing guidance, authorities, opportunities, and challenges, and performed an assessment of stakeholder perceptions. Finally, in Phase 3 we collaborated with directorates and components to identify strategic imperatives, actions, objectives, and high-level performance

drivers that will contribute to continuous process improvement and move us toward the future vision.

Through the collaborative development of this strategic plan we achieved consensus with respect to the command's values and guiding principles. The result is a strategic plan the purpose of which is to bring our priorities into clear focus and provide unity of effort as we work to accomplish the important tasks ahead.

USTRANSCOM MISSIONS

USTRANSCOM is a Unified Combatant Command of the Armed Forces of the United States with missions assigned in the President's Unified Command Plan, and described further in DOD Directive 5158.04, *United States Transportation Command*, and DOD Instruction 5158.06, *Distribution Process Owner*. The Commander of USTRANSCOM is a functional combatant commander reporting to the President of the United States through the Secretary of Defense with assigned responsibilities to:

- provide common-user and commercial air, land, and sea transportation, terminal management, and aerial refueling to support the global deployment, employment, sustainment, and redeployment of US forces;
- serve as the Mobility Joint Force Provider, identifying and recommending to the Chairman, Joint Chiefs of Staff global joint sourcing solutions in coordination with the military services and other combatant commanders, and supervising the implementation of sourcing decisions;

- provide DOD global patient movement, in coordination with geographic combatant commands, through the Defense Transportation System; and,
- serve as the Distribution Process Owner (DPO), coordinating and overseeing the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide, end-to-end distribution. The DPO will develop and implement distribution process improvements that enhance the Defense Logistics and Global Supply Chain Management System.

USTRANSCOM executes transportation-related missions through its three service component commands: the Military Surface Deployment and Distribution Command (SDDC), Military Sealift Command (MSC), and Air Mobility Command (AMC).

MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND

SDDC, the Army Component to USTRANSCOM, is responsible for surface distribution in support of USTRANSCOM's role as Combatant Commander and DPO. With more than 2,100 military and civilian personnel, SDDC supports USTRANSCOM and other combatant commanders by providing surface distribution solutions and by procuring more than \$1.8 billion annually in commercial truck, rail, barge, pipeline, and ocean transportation services. The command deploys and sustains more than 90 percent of the DOD's equipment and supplies. SDDC also serves as DOD's proponent for container management, USTRANSCOM's Army force provider for Joint Task Force-Port Opening (JTF-PO), and DOD's proponent for

the Defense Personal Property Program which ships household goods and privately owned vehicles. Headquartered at Scott Air Force Base with an operations center at Ft Eustis, SDDC is the link between DOD shippers and commercial carriers. SDDC global surface transportation experts remain committed, dependable, and relentless in their support to the Joint Warfighter.



A 10th Mountain Division Combat Aviation Brigade cargo container is lowered into the hold of the USNS Soderman. (Photo by Mike W. Petersen, SDDC Command Affairs)

MILITARY SEALIFT COMMAND

MSC, the Navy service component, provides an average of 30 ships and crews daily to USTRANSCOM in support of force sustainment operations. It also provides humanitarian assistance and disaster response missions as directed. MSC

ships deliver combat equipment, vehicles, fuel, supplies, and ammunition to sustain U.S. forces around the globe in both peacetime and war for as long as operations require. During combat operations, more than 90 percent of all equipment and supplies needed to sustain U.S. military forces is carried by sea. Since the start of operations in Iraq and Afghanistan, MSC ships have delivered 107 million square feet of combat cargo, enough to fill a supply train stretching from the Port of New York to Las Vegas. MSC ships have also delivered 13.6 billion gallons of fuel; that is enough to fill a train of tank cars that would almost stretch from East coast to the West coast and back again.



Military Sealift Command's USNS Pililaau (T-AKR 304) with the roll-on/roll-off discharge facility attached to the ship's fantail during Joint Logistics Over-The-Shore (JLOTS) 2008. (U.S. Navy photo by Mass Communication Specialist 2nd Class Brian P. Caracci)

MSC prepositioning ships are loaded with critical stocks and forward-deployed to strategic locations worldwide ensuring extremely rapid support for the full range of military operations. Unlike other U.S. Navy ships, MSC ships are crewed by civilian mariners. For USTRANSCOM-directed missions, MSC provides both common-user strategic sealift of military cargo and theater-specific prepositioning of war-reserve materiel in four areas: tanker operations, dry cargo, strategic surge, and an afloat prepositioned force.

AIR MOBILITY COMMAND

AMC is the Air Force major command primarily responsible for providing airlift, air refueling, air mobility support, and aeromedical evacuation capability. As the air component to USTRANSCOM, AMC prepares its forces to meet assigned intertheater air mobility taskings. Through established DOD procedures, AMC forces may also be made available to fulfill intratheater air mobility requirements.

AMC plans, coordinates, and manages the Civil Reserve Air Fleet (CRAF) program which provides a pool of civil airlift capability that is made available to the DOD in times of crisis. When elements of the CRAF are activated, the 18th Air Force Commander is vested with mission control of these assets, which is exercised through the 618th Tanker Airlift Control Center. The individual commercial carriers retain control of crews, aircraft, and support. AMC works closely with theater air component commands of each combatant command to establish appropriate standards that will enable a smooth transition to contingency operations. AMC, the designated lead agent for Air Force air mobility issues, is responsible for developing weapon system standards and integrated

command and control processes for the entire air mobility force. Global standardization of air mobility processes ensures forces—from any source—are effectively and efficiently combined. AMC’s global presence of fixed operating sites, deployable support, liaison teams, and worldwide forces operating continuously are the mainstay of Air Force global mobility.



Tech Sgt. Andre Stollenwer guides a Marine Corps-owned mine-resistant ambush-protected vehicle into a C-17 Globemaster III enroute to Bagram Airfield, Afghanistan. (U.S. Air Force photo/Tech Sgt. Cohen A. Young)

DISTRIBUTION PROCESS OWNER

Although USTRANSCOM operationally executes its transportation-related missions through its Service Components, as DPO, it collaborates with combatant commanders, the military services, defense agencies, the

Office of the Secretary of Defense, the Joint Staff, and industry to develop and implement distribution process improvements. JDDE partners are experts in their own distribution-related segments of the DOD supply chain. Leveraging and aligning their expertise is critically important to meaningful supply chain improvements.

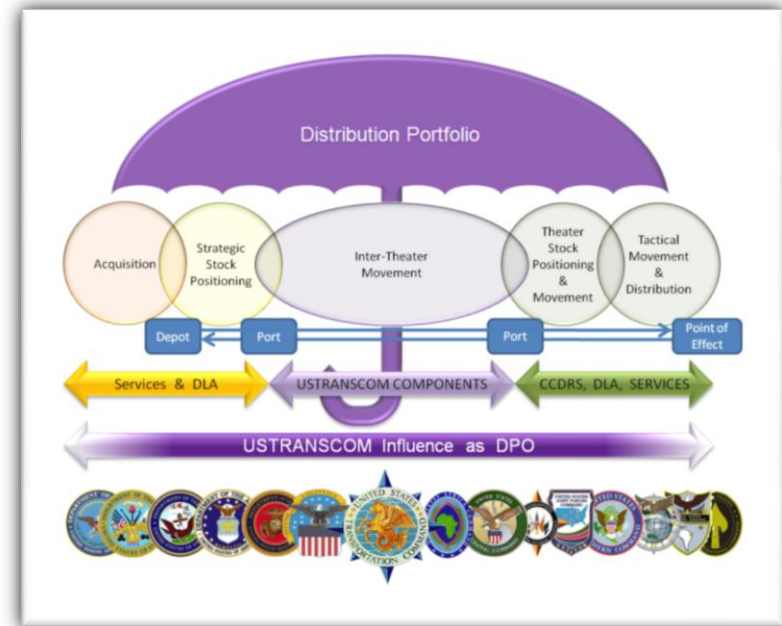


Figure 2. Distribution Process Owner Relationships

VISION

Our vision incorporates strategic imperatives that guide everything we do. USTRANSCOM will synchronize and deliver unrivaled deployment and distribution solutions. Our combatant command responsibility as single manager for DOD common-user transportation requires that we deliver

responsive, effective, and efficient movement solutions. DPO responsibilities require that we use an end-to-end view of DOD's global supply chain to optimize and integrate the individual efforts and processes of JDDE partners. The capabilities we deliver are truly unrivaled. No other country and certainly no other business enterprise has ever delivered so much, so far, so routinely, as our nation's military distribution system.

VISION

Synchronize and deliver unrivaled, full-spectrum, deployment and distribution solutions

VALUES

As we go about the day-to-day business of synchronizing and delivering deployment and distribution solutions, we will remain true to our values:

- keeping our promises and dealing openly and honestly with our partners;
- meeting requirements while remaining conscious of costs; and
- measuring success by metrics relevant to the warfighter.

EXTERNAL GUIDANCE

The deployment and distribution capabilities we must synchronize are guided by DOD directives, instructions, joint publications, and integrating concepts. For example, USTRANSCOM's charter can be found in DOD Directive

5158.04. DPO responsibilities are outlined in DOD Instruction 5158.06. Important concepts in the Joint Logistics (Distribution) Joint Integrating Concept, the Capstone Concept for Joint Operations, and Logistics Capability Portfolio Management focus our efforts on JDDE capabilities that maximize complementary—rather than merely additive—effects.



Figure 3. Sources of Guidance

OPPORTUNITIES

The JDDE provides the President and Secretary of Defense with important deployment and distribution capabilities that support everything from dominance in combat to national and international humanitarian relief. As DPO, we intend to lead the collaboration with the JDDE community of interest to improve distribution velocity, precision, visibility, and efficiency.

Acting as DOD's global deployment and distribution synchronizer, we will work to develop and implement regular, repeatable, and standardized processes to shorten the time it takes to get forces to the fight; sustain deployed forces more efficiently; support more rapid force maneuver; expedite patient movement; and finally, bring the forces home when the job is done. We will use Logistics Capability Portfolio Management (CPM) tools and a rational and coordinated approach to validate and prioritize logistics-related initiatives that build capabilities for warfighters. Through it all, we will continue searching for more effective and efficient distribution processes that deliver forces and materiel when and where required.

CHALLENGES

We must be prepared to accomplish our assigned responsibilities in an uncertain future likely to include infrastructure challenges, persistent cyber conflict, problematic access to air and sea ports, and difficult energy issues in a complex foreign policy environment. The Quadrennial Defense Review and the National Defense Strategy envision a need for greater flexibility to contend with these uncertainties. Both documents emphasize development of agile and rapidly deployable capabilities as well as planning and operating from the premise that forces will not likely fight in place.

Infrastructure Challenges

The environment has changed with respect to our global defense posture. The Cold War required forward deployments and fixed infrastructure. The developing Post-Cold War posture will be one of smaller forward deployments

supporting operations in other areas. The implications for infrastructure will include smaller permanent overseas footprints and a requirement to integrate the needs of functional combatant commands (e.g. USTRANSCOM and USSTRATCOM) with those of geographic combatant commands. The challenge will be to leverage existing infrastructure and partner internationally to achieve the greatest possible power projection capability.

Cyber Challenges

One of the most important trends in the area of science and technology is the continuing information and communication revolution and its implications. While advances in communication and information technologies continue to advance the capabilities of the Joint Force, those same advances are available to America's opponents and they will use those advances to attack, degrade, and disrupt our communications and information flow. Indeed, our adversaries have often taken advantage of computer networks and the power of information technology not only to directly influence the perceptions and will of the United States, its decision-makers, and population, but also to plan and execute savage acts of terrorism. It is essential that the JDDE be capable of functioning in an information-hostile environment.

Access Challenges

Our opponents will try to disrupt and deny free access to the global commons—impeding our transit through air and sea lanes and our ability to conduct business around the world. This freedom of access is crucial to the world's economy. An alliance of small, cash-rich countries or groups arming

themselves with high-performance long-range precision weapons could deny U.S. forces access into their country and prevent American access to other countries and the global commons. As we continue to reduce the overseas U.S. military presence through global defense posture realignment, we will need to leverage a more agile, continental U.S.-based expeditionary total force. In the future, the capabilities of the JDDE will be called on to move and sustain more forces over greater distances to protect our national interests.

Energy Challenges

Global energy production will need to rise continuously to meet even conservative projections of future consumption. US Joint Forces Command's "Joint Operating Environment 2008," postulates that assuming more effective conservation measures, the world will need to add roughly the equivalent of Saudi Arabia's current energy production every 7 years. The discovery rate for new petroleum and gas fields over the past two decades provides little reason for optimism that future efforts will find major new fields. Reliable sources of oil and coal will continue to drive "the energy train" unless there is a significant change in our use of alternative sources of energy and this would require vast insertions of capital, dramatic changes in technology, and

altered political attitudes toward nuclear energy. The JDDE must recognize and rapidly apply technological advances that reduce fuel consumption in order to enhance joint operations (reduce the demand for all classes of supply, miniaturization of ordnance, etc.).

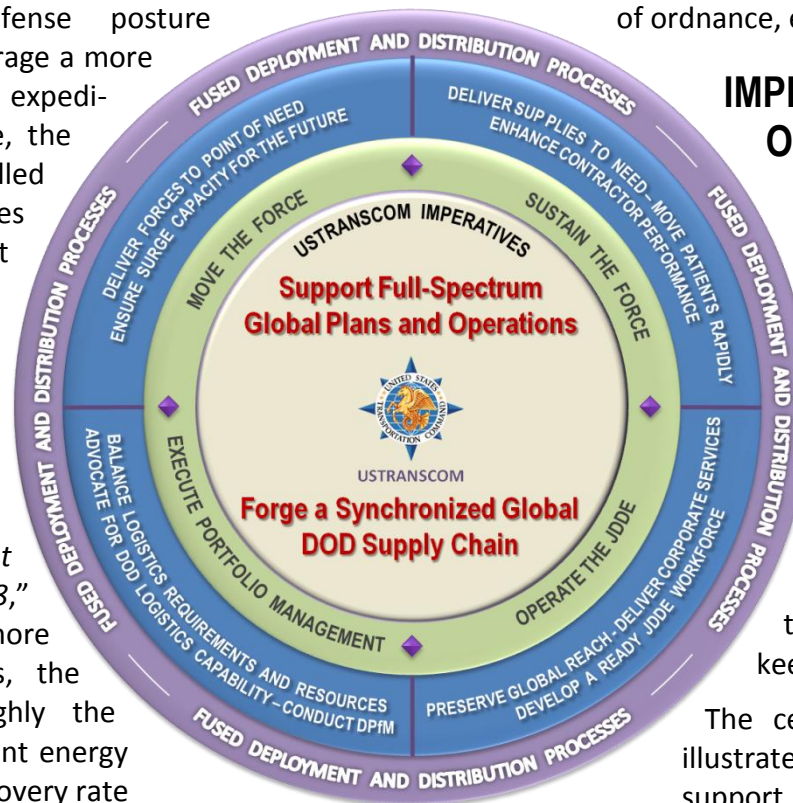


Figure 4. The Distribution Target

IMPERATIVES, ACTIONS, AND OBJECTIVES

By any measure, DOD's deployment and distribution processes have been effective; but often, they have not been as efficient as possible. DOD can no longer afford separate stove-pipes within the JDDE, each performing according to their own measures of success. Now, more than ever, USTRANSCOM must be an integrator—the original intent of the DPO—to reduce the barriers that keep us from working as one team.

The center of the "Distribution Target," illustrates our strategic imperatives: We must support full-spectrum, global plans and operations and forge a synchronized global DOD supply chain. These two imperatives

reflect the duality of USTRANSCOM's role as both a combatant command responsible for common-user transportation, and as DOD's DPO responsible for coordinating and synchronizing end-to-end distribution.

The four quadrants around our strategic imperatives depict the long-term strategic actions we must be able to accomplish: Move the Force, Sustain the Force, Operate the JDDE, and Execute Portfolio Management.

Force movement and sustainment, the first two strategic actions, align more with the imperative for global plans and operations because they are more, but not exclusively, related to USTRANSCOM's combatant command responsibilities. Similarly, JDDE operations and portfolio management are more in line with USTRANSCOM's DPO and capability portfolio management responsibilities.

For each of the four strategic actions there are samples of important and related strategic objectives (listed in the blue ring). Their placement aligns with the Joint Logistics (Distribution) Joint Integrating Concept, Joint Capability Areas, and definitions in Joint Publication 1-02. We'll focus our resources and efforts here over the next 18 to 36 months. In the end, synchronizing and integrating our efforts will fuse deployment and distribution processes for day-to-day operations (the purple ring), making them more effective and efficient.

Collaboration with Service, Agency, and combatant command partners made it possible for the JDDE to achieve many improvements over the past several years. It also prepared us to move toward the next level of deployment and distribution process improvement. Over the next 18 to 36 months, USTRANSCOM, as DPO, will continue to work with JDDE partners and leverage their expertise.

STRATEGIC ENGAGEMENT THEMES

To establish a cohesive framework for actions associated with the Command's Strategy and engagement with stakeholders and partners, we have organized our efforts into four strategic themes: Logistics Support to Theater Operations, Enhancing Distribution Processes, Defense Transportation System Modernization, and Energy Conservation.

Logistics Support to Theater Operations

We will work to improve transportation and distribution connector systems that synchronize strategic and theater delivery capabilities and meet increasingly dynamic customer needs. Our intent is to provide physical and command-and-control-continuity in the DOD supply chain; optimize the flow through, or totally around, nodes in the supply chain; and improve in-transit visibility and synchronization with organic and commercial lift providers.

We will continue to refine formal and enduring relationships with the Defense Logistics Agency (DLA) and Service materiel commands for logistics processes and information integration. As DLA operates farther forward, there is additional value in executing through combatant command authority. We will work to align ourselves in a way that presents a single, end-to-end distribution "face-to-the-warfighter" for all logistics issues under the authority of a combatant commander.

We will expand our dialog and coordination with the Department of State to enhance future access to international ports and the global commons. Similarly, we will implement and execute new and existing distribution-related agreements with governmental and nongovernmental agencies to improve

interagency cooperation and usefulness of the Defense Transportation System.

We will collaborate with DLA and geographic combatant commanders (GCCs) to standardize Joint Deployment Distribution Operations Centers (JDDOCs) and formally incorporate DLA's vital capabilities. Velocity, precision, visibility, and efficiency can be improved further through a standard implementation, interoperability, and configuration of the JDDOCs.

Enhancing Distribution Processes

We will develop a global campaign plan for distribution that includes concepts for planning, preparing and executing the full range of joint distribution tasks. This plan will enable other stakeholders (GCC's, DLA, etc.) to incorporate an end-to-end view in their respective planning efforts.

We will collaborate with our JDDE partners and align individual distribution-related measures of success to increase enterprise effectiveness while being more mindful of costs. As we develop relevant ways to measure enterprise success, we will improve performance drivers (listed in the appendix).

We will work with JDDE partners to improve global command, control, and communications that support

- true end-to-end total asset visibility and in-transit visibility,
- container management and movement control,
- port opening capabilities,
- directors of mobility forces,
- very important personnel (VIP) airlift, and

- joint deployment distribution operations centers.

We will "operationalize" USTRANSCOM's consolidated contracting, program management, and acquisition strategies with policies and procedures that align with DPO concepts.

We will develop sophisticated litigation and contract support capabilities within USTRANSCOM's Staff Judge Advocate to further enable new acquisition authorities and to support interagency and international relationships.

We will improve situational awareness of deployment and distribution operations by developing and deploying distribution corporate services and required collaborative decision support tools.

We will assist in better synchronizing, integrating, or consolidating DOD logistics governance structures.

We will define the path to a paperless deployment and distribution planning and execution environment with automated scheduling optimization.

Defense Transportation System Modernization

We will support the Air Force's efforts to preserve global reach by rapidly restarting acquisition of KC-X.

We will support development of all-weather delivery capabilities for mobility air forces, including the next-generation joint precision airdrop system (i.e., laser-guided, longer-range parachute systems that use optics and terrain images in addition to the Global Positioning System), and autonomous aircraft landing and refueling.

We will support the development of defensive systems and protection from chemical, biological, radiological, and nuclear threats for mobility assets.

We will coordinate with Joint Force Commanders and military services on JDDE force development, education, training, and exercises to develop a corps of joint service logisticians proficient in joint operation/joint distribution, interagency, and multi-national planning and execution.

We will grow the capability to manage policies and procedures for Special Airlift Missions.

We will develop a comprehensive plan for long-term surge capacity, with capabilities provided by a viable CRAF and Voluntary Intermodal Sealift Agreement. Similarly, we will determine the requirements for a U.S.-flagged maritime industry and U.S. Merchant Marine labor force. We will assess the effectiveness of the Maritime Security Program for retaining U.S.-flagged carriers and ships with militarily useful capacity.

We will embed joint intelligence capabilities in USTRANSCOM Fusion Center processes ensuring right-sized resources at appropriate security levels to provide timely, accurate, and relevant intelligence support to operations.

We will seek legislation to provide funding and authorization for advance reserve mobilization that enables targeted deployment and distribution capabilities (patient movement, port opening, contingency deployment, etc.).

Energy Conservation

We will create a JDDE Energy Working Group chartered to help “green the DOD supply chain.” The group will recommend ecologically-aware supply chain concepts that improve performance and reduce costs. For example, the group will explore reducing the weight of cargo, reducing quantities of material, increasing fuel efficiency of transportation platforms, developing alternate fuels, and developing more efficient distribution capabilities.

CONCLUSION

This strategic plan weaves together assessments of the current and future strategic environments and guidance from important DOD directives, instructions, and joint integrating concepts. It incorporates our vision for the future and our values: Keeping promises, transparent business processes, being effective but also mindful of efficiency, and viewing success through the eyes of the warfighter. As we implement this strategic plan, we will continue our legacy of collaboration with JDDE partners.

In this complex joint operating environment, USTRANSCOM, as DPO, will build an integrated, networked, end-to-end deployment and distribution capability that will move and sustain joint forces rapidly and effectively. We will establish and maintain a distribution infrastructure whenever and wherever it is needed, and we will improve trust and confidence in the JDDE’s ability to deliver. Together we will transform the JDDE and provide the most effective distribution solutions in the world.

APPENDIX - PERFORMANCE DRIVERS

Move the Force:

1. Deliver forces to the point of need.
 - a. 10% increase in lead-time between lift allocation and execution (Source: TCJ3)
 - b. 90% of airlift passenger and sealift cargo delivered by LAD (Source: TCJ3)
 - c. 85% of deployment airlift cargo delivered by LAD (Source: TCJ3)
 - d. 75% of redeployment airlift cargo delivered by LAD (Source: TCJ3)
 - e. Use improved deployment planning to decrease air-mode delivery of unit move equipment by 20% (Source: TCJ3)
 - f. Improve accuracy of deployment scheduling electronic data by 30% from 2008 baseline (Source: TCJ3)
2. Ensure surge capacity for the future
 - a. USC-6 - Improve contractor delivery of cargo in good order and condition 90% of the time (Source: TCAQ)
 - b. 100% of Stage III CRAF passenger, cargo, and aeromedical evacuation requirements are met as identified in appropriate Mobility Capability Studies reflecting the National Military Strategy (Source: TCJ5/4)
 - c. Improve projected workload forecasts in CRAF charter requirements for 2009 to 60% from the 55% 2008 baseline (Source: TCJ3)
 - d. 20% of available Guard and Reserve Component surge capability is in-place 5 days after notification (Source: TCJ9)

Sustain the Force:

1. Deliver supplies to point of need.
 - a. Distribution operations strategic airlift-to-sealift ratio improved 5% from 2008 baseline (Source: TCJ3)
 - b. 85% of requisitions meet distribution standards (Source: TCJ5/4)
 - c. Optimize processes by removing 20% distribution “white space” (Source: TCJ5/4)
 - d. Optimize surface freight and improve utilization of available capacity 75% (Source: TCJ5/4)
 - e. Optimize air freight and achieve \$25 million in savings (Source: TCJ5/4)
 - f. Reduce Total 2010 Supply Chain Costs by 12% from 2008 baseline (Source: TCJ5/4)
 - g. 85% of requisitions are visible all the way through the supply chain (Source: TCJ5/4)
 - h. 85% gross fill rates sourced from appropriate distribution centers (Source: TCJ5/4)
2. Move patients rapidly
 - a. 95% of patients arrive at final destination within 72 hours of departure from CONUS APOE (Source: TCSG)
 - b. Maintain the ratio of patient movement events < 0.5% of patient movement requests (Source: TCSG)
3. Enhance contractor performance
 - a. Contracts with award fee incentives achieve the desired outcome 90% of the time (Source: TCAQ)
 - b. 90% overall reliability for CRAF International carriers (Source: TCAQ)

Operate the JDDE:

1. Preserve global reach
 - a. DPO equities incorporated into political military discussions to obtain needed political approvals and transit agreements to ensure global enroute infrastructure 100% of the time (Source: POLAD)
 - b. DPO-related political military considerations incorporated in 100% of Command international engagement visits (Source: POLAD)
2. Deliver Corporate Services
 - a. Complete 100% development of a standard Services Oriented Architecture (SOA) Governance process for the JDDE by Dec 2009 (Source: TCJ6)
 - b. Deliver a 100% complete baseline Prescriptive Services Reference Model by Dec 2009 (Source: TCJ6)
 - c. Implement 100% of Integrated Data Environment/Global Transportation Network Convergence Spiral 1 data services by Dec 2009 (Source: TCJ6)
 - d. Complete 100% of World-Wide Port System/Global Air Transportation Execution System Convergence by Dec 2010 (Source: TCJ6)
 - e. Implement Single Load Plan Capability proof of concept by Dec 2009 (Source: TCJ6)
 - f. Implement a 100% complete standard IT Requirement Process by Dec 2009 (Source: TCJ6)
3. Develop a ready JDDE workforce
 - a. 95% percent of JDDE development plans tailored and accessible by individuals and supervisors (Source: TCJ5/4)
 - b. 100% completion of the Human Capital Strategic Plan within one year to provide linkage between the Command Strategic Plan and Human Capital Development Programs (Source: TCJ1)

Execute Portfolio Management:

1. Balance logistics requirements and resources
 - a. 95% of JDDE requirements in the Enterprise Requirements Management Tool are matched to the Deployment and Distribution Capability Area Management taxonomy (Source: TCJ5/4)
 - b. Increase number of distribution issues incorporated in "Building Partnerships" portfolio by 10% from 2008 baseline (Source: JIACG)
 - c. Increase model run, analytical result reports, and associated graphs by 25% (Source: TCAC)
2. Advocate for DOD logistics capability
 - a. Make \$400M baseline business available annually to CRAF as either contract "fixed-buy" or as a guarantee authorized under NDAA 2009, Section 1033 (Source: TCJ5/4)
 - b. Acquire hardware upgrades that reduce MCRS-16 scenario run times by 50% (Source: TCAC)
 - c. Increase capital funding, from any source, for Analysis of Mobility Platform software development by 15% (Source: TCAC)
3. Conduct Distribution Portfolio Management (DPfM) (Source: TCJ6)
 - a. Deliver a 100% complete conceptual baseline of the Joint Deployment and Distribution Architecture-Enhanced (JDDA-E) by Dec 2009 (Source: TCJ6)
 - b. Deliver a 100% complete prescriptive baseline of the JDDA-E by Dec 2009 (Source: TCJ6)



‘We will always deliver’ - Gen McNabb

