Standard Operating Procedure (SOP)

State Partnership Program (SPP)

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Texas Military Department (TMD)
2200 W. 35th St
Austin, TX 78703

OPR: J7-International Affairs Section

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Summary. This SOP describes policies, procedures and methods for the actions Texas Military Department (TMD) will take to organize, train and execute approved Security Cooperation and SPP missions and exchanges while ensuring TMD personnel, organizations and units have the necessary skills to meet the mission requirements for the Republic of Chile and the Czech Republic.

Applicability. This SOP applies to all components of TMD.

Management Control Process. NA.

Proponent and Exception Authority. Proponent for this SOP is the J7 Directorate (International Affairs Section).

Supplementation. Supplementation of this SOP or establishment of local forms in reference to the SPP SOP are prohibited without prior approval from the Adjutant General (TAG), through the J7 Directorate, 2200 W. 35th St., Austin, TX 78763-5218.

Suggested Improvements. Users are invited to send comments and suggested improvements concerning this SOP directly to the J7 Directorate, 2200 W. 35th St., Austin, TX 78763-5218.

Distribution. A

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Resource Links.

1. National Defense Authorization Act (NDAA) FY 17, 18 Apr 2017
2. NDAA 02 Oct 2014 Sec 1205 DoD Interim Implementation Guidance
3. NGB FY18 SPP Program Management Guide, 15 Nov 2017
4. NGB-J53 International Affairs Division Homepage
5. CNGBI 0800.02 - 09 June 2017
6. JP 3-20, Security Cooperation, 23 May 2017

1. **State Partnership Program (SPP) Overview**. Joint Department of Defense (DoD) program managed by the National Guard (NG), executed by the geographic combatant commands (GCC), and sourced by the NG of the partner states. It links a state's NG with the Partner Nation's (PN) military/security forces in a cooperative, mutually beneficial relationship. It supports combatant commands and Embassy security cooperation office (SCO) objectives. State partnership program is an innovative, cost-effective, small footprint security cooperation program which cultivates enduring personal and institutional relationships that enhance influence and promote access. It provides indirect training benefit for NG Title 32 and Title 10 missions.

2. **Purpose**: Provide SPP directors (SPPD), bilateral affairs officers (BAO), and supporting TMD units with standard operating procedures to successfully manage SPP operations at the state level.

3. **Vision**: The SPP will allow TMD to enhance the partner relationships with the Czech Republic and the Republic of Chile, which began in 1993 and 2009 respectively, to support a mutual understanding, friendship, and further security cooperation efforts. This low-cost, high leverage program will continue to build enduring partnerships and bonds of trust. These relationships will assure our allies, deter our foes, and support the transition from security consumers to global security providers. The SPP is a part of the security cooperation long-term goals and we must continue to build relationships and friendships for the future.

4. **End State**: SPP provides the GCCs a unique security cooperation tool that, through enduring relationships, improves international security, builds partner capability and capacity, and provides U.S. access and influence to PNs while assisting TMD with building readiness and supporting retention.

5. **Roles and Responsibilities**:

   a. The Adjutant General (TAG)

      (1) Provide guidance to the joint staff, Texas Air National Guard (TXANG), Texas Army National Guard (TXARNG) and Texas State Guard (TXSG) leaders.

      (2) Participate in senior leader visits, SPP activities, and general officer SPP forums as appropriate.

      (3) Oversee the publishing of a partnership support plan (PSP) for each partnership, synchronized with the GCC's theater campaign plan (TCP) country security cooperation section (CSCS) annexes outlining multi-year activities that support Chief of Mission (CoM) and GCC objectives.

      (4) Assign and train SPP personnel to plan, manage, coordinate, and execute SPP activities for the state.

b. Director of the Joint Staff (DJS)

(1) Publish a PSP for each partnership, synchronized with the combatant command's TCP CSCS annexes outlining multi-year activities that support CoM and GCC objectives.

(2) Synch with the SCO at the US Embassy in order to provide a practical entry point to synchronize the PSP with the CSCS annexes.

(3) Ensure the assignment and training of SPP personnel to plan, manage, coordinate, and execute SPP activities for the state that complies with DoD directives.

(4) Comply with all SPP reporting requirements established in law and DoD instructions and directives.

(5) Oversee the Joint Force Headquarters (JFHQ) cooperation with the SPPD, as well as assistance with and participation in SPP activities as appropriate. Limited staffing for the program requires that all other JFHQ staff sections provide timely assistance for its success.

c. Operations Directorate (J3)

(1) Coordinate the TAG's PSP for each partnership, and ensures synchronization with the GCC's TCP CSCS annexes outlining multi-year activities that support CoM and Geographic Combatant Command objectives.

(2) Provide additional guidance to the J7 Directorate ensuring the planning and execution of SPP events meet DoD, NGB and TAG's issuances and guidance.

d. Resources (J8)

(1) Directly support SPP events in processing budget forecasting, Defense Travel System (DTS) travel and orders processing.

(2) Assist in yearly and quarterly forecasting of SPP budget for travel, pay and allowances.

(3) Process cross-org for DTS authorizations and approvals. (See figures 8, 9)

(4) Assist in the completion and submission of vouchers to ensure accuracy and payment in a timely manner.

(5) Process and publish Title 10 orders for travel and or pay. Publish North Atlantic Treaty Organization (NATO) orders for travel to the European Command (EUCOM) area of responsibility. (See figure 11)

(6) Update obligation plans monthly based on current requirements.

(7) Assist with processing general fund enterprise business system (GFEBS), government purchase card (GPC), and purchase requisition (PR) requests.

e. National Guard Bureau (NGB) Desk Officers

(1) Establish and maintain consistent communication with SPPDs on all SPP related issues.

(2) Support SPPD plans, efforts, and goals for planning and executing SPP events.

(3) Establish relationships with security cooperation and SPP stakeholders from GCCs, Army service component commands (ASCC), and other US military and US government agencies for the holistic benefit of SPP.

(4) Ensure information is shared with the states and other stakeholders.

(5) Monitor global theater security cooperation management information system (G-TSCMIS) and Army training information management system (ARTIMS) as part of weekly battle rhythm. Communicate with SPPDs about G-TSCMIS and ARTIMS issues and deficiencies. Coach SPPDs in regard to keeping applicable security cooperation databases up to date and accurate.

(6) Track, manage, and understand available SPP funding.

(7) Work with the resource management team to move, transfer, and track SPP funding for each state. Accept and initiate processing of additional funds requests submitted by the SPPD for all unfunded events via the budget request event prioritization spreadsheet.

(8) Communicate with SPPDs, BAOs, desk officers from combatant commands and service component commands; review G-TSCMIS entries; attend appropriate seminars, conferences, and working groups.

f. J7 Director

(1) Serve as an advisor to TAG for all SPP activities.

(2) Provide guidance and oversight to J7 SPP staff for event execution and program management.

(3) Ensure timely and accurate reporting to NGB for all event execution and congressionally mandated requirements.

(4) Coordinate with respective country team, NGB, geographic combatant command and army service component command points of contact (POC) for synchronization and program nesting within respective lines of effort.

g. State Partnership Program Director (SPPD).

(1) Plan, coordinate, direct, and execute all approved SPP related activities at the state level. (SPPDs are not required to attend each event.)

(2) Submit the annual forecast/budget request and event prioritization worksheet to J8 and NGB desk officer for each fiscal year (FY) no later than (NLT) July of previous FY.

(3) Maintain administrative records, report on SPP activities including an after action report (AAR) for each SPP activity. (See figure 4)

(4) Coordinate with the BAO and NGB desk officer to schedule, plan, coordinate, and execute SPP activities. (See figure 1)

(5) (Republic of Chile ONLY) Input and reconcile all security cooperation activities into cloud-based theater information management system (CTIMS) and G-TSCMIS to ensure the data is current and accurate. Update numbers of participants and total costs associated with each event. Ensure that the agenda, and list of participants are uploaded in G-TSCMIS after the event has been completed.

(6) Submit event information and photos to highlight SPP events to the state public affairs office.

(7) Coordinate with state J8 to ensure SPP funds are allocated for each event.

(8) Update and re-submit the budget request event prioritization spreadsheet to the NGB desk officer to request additional funds for emerging and unfunded events prior to execution.

(9) Update and verify the monthly 5x8s for submission to NGB NLT the 5th of each month. (See figure 5)

(10) Provide an agenda for all events to the participants. (See figure 7)

(11) Prepare and manage correspondence for general officer/ambassador level delivery.

(12) Assist and facilitate all foreign visitor requests (FVR).

h. Bilateral Affairs Officer (BAO).

(1) Provide United States Embassy country teams, DoD personnel, and SPPD with partner country information on SPP relevant activities.

(2) Provide logistical support and partner country coordination for all SPP activities in the partner country as required.

(3) Coordinate with the SPPD on a routine basis to schedule, plan, coordinate, and execute SPP activities.

(4) Input and approve SPP activities in ARTIMS, in coordination with the SPPD.

(5) (Republic of Chile ONLY) Input/coordinate all SPP activities into CTIMS and G-TSCMIS, in coordination with the SPPD.

(6) (Czech Republic ONLY) Input/coordinate all SPP activities into concept funding request (CFR) and G-TSCMIS, in coordination with the SPPD and EUCOM.

(7) Ensure information is shared with TMD, partner countries and other required agencies.

(8) Assist in updating and verification of 5x8s monthly.

(9) Provide an agenda for all events to the visiting units.

(10) Coordinate with the Department of State (DoS) for Leahy vetting.

  i. J2.

(1) Provide intelligence products, policy guidance, training, tools and enabling forces for foreign intelligence, incident awareness and assessment and special security activities to the JFHQ and NG's joint operational forces.

(2) Upon request, provide both combatant commands with security clearance verification memos. These memos are commonly requested by both EUCOM and Southern Command (SOUTHCOM) prior to hosted conferences, workshops and symposiums.

(3) J2 will forward security clearance verifications memos to the combatant command via joint personnel adjudication system (JPAS) or the requested means of routing.

(4) In addition and will upon request, "Read In" participants attending events that are in need of NATO Secret classification.

(5) Serve as primary foreign disclosure officer (FDO).

j. Foreign Disclosure Officer (FDO).

(1) The FDO will, upon request, review, limit or approve any material to be presented or briefed to foreign and host units during an SPP event. The FDO categorizes and approves the release of military information to foreign government representatives. The basic criteria for foreign disclosure includes: national interest, purpose, government to government, protection, access, third party and compromise.

(2) Review and approve meeting agendas, presentations, and any other documents of controlled information.

k. Texas Army National Guard (TXARNG), Texas Air National Guard (TXANG) and Texas State Guard (TXSG)

(1) It is imperative that all TMD service members (SMs) are well briefed concerning expectations on subject matter expertise, personal conduct, and dedication to mission success.

(2) Assign and task office of primary responsibility (OPR) that will fulfill the following:

(a) Determine executing unit/individuals.

(b) Track executing unit suspense's identified in Figure 1.

(3) Executing Unit.

(a) Identify officer in charge (OIC) or non-commissioned officer in charge (NCOIC) to direct line of authority (DIRALUTH) with J7.

(b) Identify all participants and verify eligibility to support SPP event through ability to deploy and be without any negative flagging actions.

(c) Submit passport and visa application.

(d) Participate in all in-process reviews (IPRs) in order to assure planning accuracy.

(e) Complete all theater clearance requirements.

(f) Capture necessary funding needed via request for orders (TXMF Form 73-R) and DTS submissions. (See figure 11)

(g) Submit daily situation report (SITREP) to SPPD for review prior to joint operations center (JOC) distribution. (See figure 6)

(h) Report movements while traveling to and returning from the SPP event, keeping key leaders informed while traveling overseas.

(i) (TXARNG Only) Review and confirm ARTIMS.

(j) Capture necessary funding requirements for pay and allowances when submitting TXMF Form 73-R and travel costs in DTS. Review submittals for accuracy and maintaining projected funds.

(k) Submit all documents to the SPPD for review and submission to the FDO for approval prior to execution of the event.

l. Public Affairs Officer (PAO).

(1) Provide command and public information, which speaks clearly to TMD Soldiers, Airmen, civilian employees, families and those stakeholders who are mutually vested in our success.

(2) The SPPD will submit a short summary of each event once completed along with several pictures for publication in the Dispatch, TMD's monthly magazine, to highlight the SPP and TMD's participating in all planned events with both PNs.

(3) Ensure all SPP events are captured and published in the Dispatch and across the multiple TMD social media networks.

6. **Event Planning Process**.

a. Upon publication of the SPP order, all participating units are officially notified and tasked in providing personnel and equipment as required. The SPP order is published annually at the beginning of the current FY. (See figures 1, 2 and 3)

b. At the 120 day mark, tasked units will contact the SPPD for initial coordination and brief of requirements for travel.

c. At the 60 day mark, an IPR will be conducted to update status of required travel, event and other mission essential items.

d. Seven days from the first day of travel, a final IPR is held for any last minute changes and updates to the SPP event. During the event, all reporting requirements will be met to include travel to and from the event location (from airport departure to arrival at the SPP event site and return).

e. Daily SITREPs are required to be sent to the SPPD and in turn forwarded to the JOC for key leadership situational awareness. (See figure 6)

f. Upon return from the SPP event. All participants are required to submit their DTS vouchers within five days of return. Additionally, all events must have an AAR and storyboard completed and submitted to the SPPD and J7 Director for review.

g. Once approved, AARs, agenda and storyboards will be uploaded to G-TSCMIS for event closeout.

7. **Reporting Requirements**.

a. After Action Reports (AARs). AARs are required for all SPP activities regardless of funding source. The AARs are required to measure activity and program effectiveness, provide narrative validation for resources expended, and to collect data that could be included in annual reports. The AAR must be uploaded into G-TSCMIS within 30 days of activity completion. (See figure 4)

b. State 5x8. The state 5x8 provides senior leadership within the NG, at DoD, and interagency partners with the current status of a particular partnership. The SPPD will update the monthly state 5x8 and submit it to the NGB desk officer no later than the last day of each month. (See figure 5)

c. SPP Daily SITREP. All SPP events are required to submit daily SITREPs to the SPPD. In turn the SPPD will forward to the JOC in order to provide key leadership with updated situational awareness regarding TMD personnel. In addition to the daily SITREP, the SPP event OIC or NCOIC will keep the SPPD informed of all travel during movement to and from the event. The intent is to keep key leaders informed of movement during travel and notify relevant personnel of any delays, cancellations or any other incidents that may cause the arrival to the SPP event to be altered to the initial planned time. (See figure 6)

d. Agenda. Assigned unit and SPPD will ensure that an agenda is created prior to the event execution. The agenda will list topics that will be discussed during the event as well as locations. (See figure 7)

8. **Data Management Tools**.

a. Guard Knowledge Online (GKO). A repository for NG-J53 documents and references, including the SPP 101 brief, current partnership map, state 5x8s, the FY 18 SPP program management guide (PMG), other training resources, and the J53 organization chart with POC and phone numbers.

b. Cloud-based TSC information management system (CTIMS) – A SOUTHCOM web-based concept builder program for SPP Traditional Commander Activities funded events. Events include conferences, seminars, subject matter expert exchanges, key leader engagements, orientations, assessments, and school house visits designed to encourage a democratic orientation of defense establishments and security forces of other countries.

c. Concept Funding Request (CFR). The EUCOM system for event funding and approval. Events are submitted by the country BAO in late third quarter of the previous FY. Events will automatically populate into G-TSCMIS. Any modifications, additions and/or cancellations will be done by the BAO and/or the SPPD, as needed.

d. Global Theater Security Cooperation Management Information System (G-TSCMIS). G-TSCMIS is the reporting program of record for security cooperation activities for all combatant commands. G-TSCMIS program is an Office of the Secretary of Defense initiative to develop and deploy a common web-based, centrally hosted management information system (MIS) that will serve as the information focus point for the nation's security cooperation efforts by providing decision makers, security cooperation planners and other users with the ability to view, manage, assess, and report security cooperation activities and events. G-TSCMIS will consolidate, improve upon and is intended to replace all existing TSCMIS solutions hosted at and supporting more than 20 DoD services, agencies and GCC's. It will provide a comprehensive picture of whole-of-government security cooperation activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of security cooperation end states. The program is an evolutionary rapid information technology acquisition pilot program, as described in FY 18 National Defense Authorization Act (NDAA), section 804 that provides users at every user command with greater capability through several iterations and releases that are developed and implemented over time. The Department of Navy was assigned acquisition lead for the effort by Deputy Secretary of Defense.

e. Leahy Vetting. Beginning in 1998, Congress included in annual State Department appropriations acts language prohibiting assistance to any unit of the security forces of a foreign country if the Secretary of State has credible information that the unit has committed a gross violation of human rights. Most often, an additional review is conducted by analysts at the Department of State in Washington, DC. The State Department evaluates and assesses available information about the human rights records of the unit and the individual, reviewing a full spectrum of open source and classified records. Vetting begins in the unit's home country, where the U.S. embassy conducts consular, political, and other security and human rights checks. Most often, an additional review is conducted by analysts at the Department of State in Washington, DC. No SPP event will be conducted, Continental United States (CONUS) or Outside Continental United States (OCONUS), and regardless of funding, in the SOUTHCOM area of responsibility without the approved Leahy vetting.

f. Army training information management system (ARTIMS). The web-based ARTIMS v.3.2.8 provides a formal resource to the total Army, through multiple user roles, to manage unique ASCC theater area of operations training opportunities.

(1) There are five ARTIMS modules accessible via non-secure internet protocol router (NIPR) and secret internet protocol router (SIPR):

(a) Joint exercise program and ASCC exercises – advocated collective, unit mission essential task list (METL) - relevant training exercise opportunities.

(b) SPP – provides a tool to request, document, approve, and authorize man-day support for SPP-funded and SPP-supporting events.

(c) Executive Management System – NOT USED.

(d) Library – application retrieves and uploads documents for user reference.

(e) Contacts – allows users to locate POCs at different levels of the event.

(2) Items created on non-secure internet protocol router (NIPR) are managed only on NIPR, and items created in secure internet protocol router (SIPR) are only managed on SIPR. Thus, while NIPR data is bridged to the SIPR system for situational awareness, it can only be edited in NIPR ARTIMS. Data is not transferred from SIPR to NIPR.

(3) The SPP module provides a tool to request, document, approve, and authorize man-day support for SPP-funded and SPP-supporting events.

(4) For SPP, the BAO role creates the event/force request, and performs as enabler and facilitator to the CoM and geographical combatant commanders to meet security cooperation goals. The BAO role can decline an event if they are not able to perform, or have insufficient funds to execute COM or GCC requested activities.

(5) The SPPD will ensure that the participating unit's unit identification code (UIC) and final personnel count are added to the event's ARTIMS line. They will also monitor and track funding during the event approval process.

g. Aircraft and personnel automated clearance system (APACS). The APACS is a web-based tool accessed via the NIPR and designed to aid DoD aircraft mission planners and operators, and DoD travelers on official business (in some cases leave) overseas in meeting the clearance requirements outlined in the foreign clearance guide (FCG).

h. Defense Travel System (DTS). DTS is a fully integrated, automated, end-to-end travel management system that enables DoD travelers to create authorizations (temporary duty travel orders), prepare reservations, receive approvals, generate travel vouchers, and receive a split reimbursement between their bank accounts and the government travel charge card vendor.

(1) Submit each individual traveler's complete name and social security number to the SPPD. The SPPD will submit the traveler's DTS profile information to the appropriate combatant command. The combatant command DTS point of contact will ensure that the cross org of the traveler's profile is completed prior to the approval of

the authorization. Ensure that all correspondence is sent encrypted due to personally identifiable information (PII). (See figures 8 and 9 for each combatant command DTS LOA request process)

(2) The SPPD and BAO will ensure that the proper funding account is cited to the individual's DTS account. Ensure that all correspondence is sent encrypted due to PII.

i. Texas Military Department J7 SPP partner nation homepages.

(1) [Republic of Chile SPP LSP](#)

(2) [Czech Republic SPP LSP](#)

9. **Funding.** FY SPP funding targets distributions.

a. Funding Levels. Each state's SPP funding is based on the approved and prioritized FY18 SPP activity requests provided by the states and recorded in G-TSCMIS. SPPDs will ensure NG SPP funds are used only for SPP events and the appropriations are used in compliance with TXANG/TXARNG financial guidance and under the purview of the United States Property Fiscal Officer (USPFO) in each state.

b. Funding Distribution. Distribution will occur at the start of the FY based on the services' financial guidance. Funding is committed by assigning funds to an event in G-TSCMIS. Funding for previously unplanned events (e.g. emergent) or other revisions to the spend plan will be considered as-needed. The TMD SPP funding is received from NGB for SPP events and SOUTHCOM for traditional commander activity events.

c. Types of Funding.

(1) Army National Guard pay and allowance (2060).

(2) Army National Guard operations and maintenance (2065).

(3) Air National Guard pay and allowance (3850).

(4) Air National Guard operations and maintenance (3840).

10. **Travel Requirements.** Country clearance information per the FCG is listed below.

a. Antiterrorism /force protection (AT/FP) level 1 training. The purpose of this training is to increase your awareness of terrorism and to improve your ability to apply personal protective measures. It also provides links to resources you can use in the future. The training generally takes about 30 mins to one hour to complete, be sure to allocate time to get it done. However, if you can't finish the training in one setting you can pick up where you left off by using the "resume training" option. At the end of the

training session you can print out a certificate to verify the process. The security office will maintain a copy of the certificate. The training is valid for one year after the completion date. https://jkodirect.jten.mil/Atlas2/faces/page/login/Login.seam

    b. Isolated personnel report (ISOPREP) Pre-OCONUS travel file (PRO-File). Required to prepare for a situation when a traveler needs to be authenticated after they have become isolated, captured, missing, or detained; whether through accident (e.g., vehicle breaks down while traveling to a location), political turmoil (e.g., riot) or criminal/terrorist action (e.g., kidnapping). Travelers should be prepared to survive unassisted for no less than 96 hours. URL can only be accessed on a government network. https://prmsglobal.prms.af.mil/prmsconv/Profile/Survey/Survey.aspx If required to update via SIP-R net, coordination will be made through unit security manager.

    c. Survival, evasion, resistance and escape (SERE) 100.2 Level A. Required for all U.S. citizens traveling to all combatant commands. SERE certificates are valid for 12 - 36 months, depending on the destination combatant command. The SERE 100.2 training takes approximately three hours to complete and must to be done in a single sitting. JKO SERE 100.2 Level A as of 17MAY2016

    d. Human rights training. This training deals frankly and candidly with the realities of trafficking in persons (TIP), which capitalizes on human misery and exploitation. To some people, being exposed to the details about TIP may be considered distasteful. This TIP training addresses what some may see as an upsetting look at the realities of the problem. For all, that is the nature of the problem. This training is intended to increase everyone's awareness of that issue and to help serve to end it. The steps for completing this training are listed below.

       (1) Log into Army Knowledge Online (AKO): https://www.us.army.mil/

       (2) Go to self service drop down.

       (3) Select my training.

       (4) Click the Army learning management system (ALMS) logo.

       (5) On the ALMS front page, enter "Trafficking" into the search dialog box and click the "Go" button.

       (6) Register for "Trafficking in persons general awareness course".

       (7) Select "Trafficking in persons general awareness course" and click the "next" button.

       (8) Select "launch content" (note: you may be required to read a tech support document).

      (9) Select "Trafficking in persons general awareness course".

    e. Clearance guide worksheet. Each individual traveler must complete and submit the country clearance worksheet in order to be approved for entry into SOUTHCOM area of responsibility https://www.fcg.pentagon.mil/fcg.cfm (See figure 10)

    f. Orders. Ensure the proper funding account is cited for the individual's pay and allowances (Title 10 or Title 32) order and travel orders are submitted via their DTS account.

    g. Passports. Ensure all participants have official passports prior to departure. (Republic of Chile ONLY). (See figure 2 Event Tracking Checklist for timeline)

    h. Visas. Ensure all participants have visas prior to submission of APACS. (Republic of Chile ONLY). (See figure 2 Event Tracking Checklist for timeline)

    i. NATO orders. SPPD will ensure that all participants are issued a NATO order for every OCONUS event. (Czech Republic ONLY)

11. **Training Resources**.

    a. Monthly SPP Webinars. NGB-J53 conducts a monthly webinar series on a variety of topics affecting SPP, typically on the third Thursday of each month.

    b. Security Cooperation Management State Partnership Course (SCM-SP). Designed to provide mid-level security cooperation education and an introduction to security assistance for U.S. military and civilian personnel serving within the DoD SPP community which supports U.S. international security cooperation or assistance programs. Instruction is provided on the SPP and the many and interrelated aspects of it with security assistance and security cooperation activities. The emphasis of the curriculum is on the policies and procedures involved in the operational management of security assistance and security cooperation activities within the scope of the SPP. This course is conducted at Wright-Patterson Air Force Base.

    c. Security Cooperation Management Overseas Course (SCM-O). This course is designed to meet the educational requirements of SCO personnel and geographic combatant command staff personnel directly supporting SCOs. The objective of this course is for the student to attain a working knowledge of SCO-relevant security cooperation policies and procedures. Graduates will have the basic skills to effectively implement security operation aspects of U.S. foreign policy. This course is conducted at Wright-Patterson Air Force Base.

    d. Security Cooperation Management Familiarization Course (SCM 101). This course serves as a familiarization to SC as conducted by the U.S. government with

many PNs nations around the world. The course provides baseline of information on security cooperation policies, programs, planning, implementation and execution by the DoD in support of U.S. national security and foreign policy objectives.

    e. SOUTHCOM Annual TCA Conference. A mandatory event for new and returning TCA coordinators, BAOs and SPPDs. Discuss resource management issues, review planned events, and provide updated information on policies and systems.

    f. Annual SPP Training Workshop. The plenary presentations will address security cooperation policy and guidance to aid the SPPD with event planning, execution, and AARs. Focus areas will include the NDAA for FY 18 and its effect on the SPP; DoD strategic-level security cooperation guidance; and training on implications for programs. The workshop will provide the latest program management guidance and finalize current and next FY event management requirements.
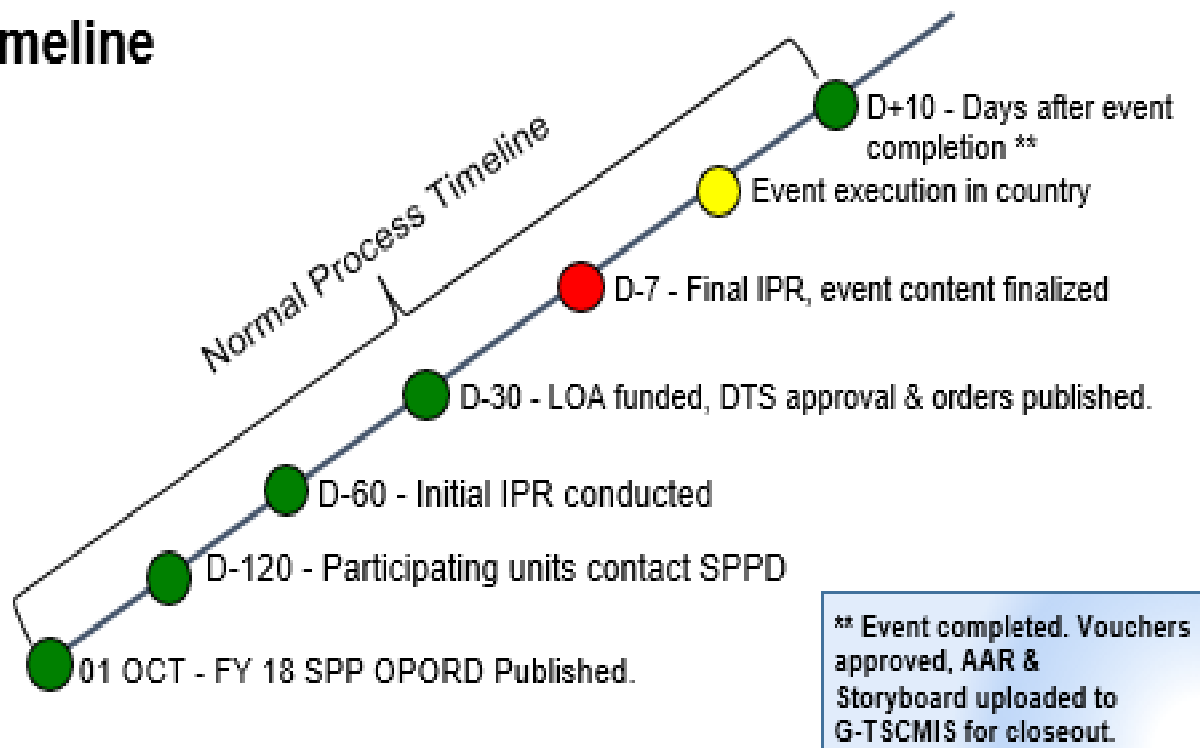
Timeline

- D+10 - Days after event completion **
- Event execution in country
- D-7 - Final IPR, event content finalized
- D-30 - LOA funded, DTS approval & orders published.
- D-60 - Initial IPR conducted
- D-120 - Participating units contact SPPD
- 01 OCT - FY 18 SPP OPORD Published.

Normal Process Timeline

** Event completed. Vouchers approved, AAR & Storyboard uploaded to G-TSCMIS for closeout.

Figure 1. Event Planning Timeline

CONUS EVENT TRACKING CHECKLIST

EVENT NO/TITLE _____
DEPARTURE _____
ARRIVAL _____
OPR _____

120 DAYS BEFORE THE EVENT:
OPR___/___/___ o Identify lead participant for the unit _____
                Rank/name:_____ Email: _____
                Phone: _____
J7 ___/___ o Begin coordination via IPRs

90 DAYS BEFORE THE EVENT:
OPR___/___/___ o Lead POC provided by OPR:
                Rank/name:_____ Fax: _____
                Phone: _____ Email: _____
OPR _____ o Bios and slides requested from Subject Matter Experts (SMEs) for FDO approval
J7 ___/___/___ o Receive Foreign Visitor Request (FVR) from NGB
J7 ___/___/___ o GTSCMIS input/review

60 DAYS BEFORE THE EVENT:
J7 ___/___/___ o Review/update GTSCMIS
J7 ___/___/___ o Produce an agenda for the event
J7 ___/___/___ o FDO approval Follow up
J7 ___/___/___ o Translation started

0-30 DAYS BEFORE THE EVENT:
J7 ___/___/___ o Receive and review the FVR from NGB FDO
J7 ___/___/___ o Slides translation completed
OPR___/___/___ o IPR #2 to coordinate arrival/departure (flight no/date/time), class times, and
            uniforms/formal attire:
                Equipment: _____ _____
                Uniform: _____
J7 ___/___/___ o Lodging reservations
OPR___/___/___ o Identify transportation for the delegation
J7 ___/___/___ o Send our AAR template to the OPR

DURING EVENT EXECUTION:
OPR___/___/___ o Conduct Daily SITREPs
J7 ___/___/___ o SMEs meet at airport and report when flying OCONUS / Uniform: civilian clothes
J7 _____ o Greeted at the airport by:_____
OPR _____ o Escort in country:_____
OPR___/___/___ o Conduct Subject Matter Expert Exchange (SMEE)/Report any issues____
OPR___/___/___ o Report when SMEs are home and mission is complete

0-10 DAYS AFTER THE EVENT:
OPR___/___/___ o Turn in completed AAR to J7
J7 ___/___/___ o Receive AAR and review
J7 ___/___/___ o Send AAR to NGB

Figure 2. CONUS Event Tracking Checklist

OCONUS EVENT TRACKING CHECKLIST

EVENT NO/TITLE _____
DEPARTURE _____
ARRIVAL _____
OPR _____

120 DAYS BEFORE THE EVENT:
OPR ___/___/___ o Lead POC provided by OPR:
Rank/name: _____ Email: _____
Phone: _____
OPR ___/___/___ o Official passport application turn-in from participants
J7 ___/___/___ o Receives official passport application and ships it for processing
J7 ___/___/___ o Conduct IPR #1 with OPR to review checklist and event mission
J7 ___/___/___ o Email CONOPS, Country Clearance Worksheet

90 DAYS BEFORE THE EVENT:
OPR _____ o Bios and slides requested from Subject Matter Experts (SMEs)
J7 ___/___/___ o ARTIMS input/review
J7 ___/___/___ o GTSCMIS input/review

60 DAYS BEFORE THE EVENT:
J7 ___/___/___ o Review ARTIMS approval progress
J7 ___/___/___ o Review/update GTSCMIS
OPR ___/___/___ o Copy of country clearance request to be completed by each traveler
Lead: _____ Member: _____
Member: _____ Member: _____
J7 ___/___/___ o Produce a tentative agenda
J7 ___/___/___ o Receive official passport and ship for visa processing (45 days out)
J7 ___/___/___ o FDO approval
J7 ___/___/___ o Translation started
OPR ___/___/___ o Provides DTS cross-org information
OPR ___/___/___ o Provides RFO (for those other than AGR)
J7 ___/___/___ o Complete cross-org to J7 SPP (OTHER) to include the routing list

0-30 DAYS BEFORE THE EVENT:
J7 ___/___/___ o Receive the visas/make a copy of each passport and visa/ Distribute to traveler
J7 ___/___/___ o Turn in APACS request 30 days out
OPR ___/___/___ o Complete DTS authorization
J7 ___/___/___ o Distribute a copy of each order to the travelers
J7 ___/___/___ o Slides translation completed.
J7 ___/___/___ o IPR #2 to coordinate arrival/departure (flight no/date/time), class times, and
uniforms/formal attire:
Equipment: _____ _____
Uniform: _____
OTH ___/___/___ o Lodging reservations made by the Embassy
OTH ___/___/___ o Identify transportation for the SMEs
J7 ___/___/___ o Send out AAR Template
J7 ___/___/___ o Force Protection Sheet Complete

DURING EVENT EXECUTION:
OPR ___/___/___ o Day 1 of orders, report to J7 for country brief and discuss mission possibilities
OPR ___/___/___ o Conduct daily SITREPs
OPR ___/___/___ o SMEs meet at airport and report when flying OCONUS/Uniform: civilian clothes
OTH _____ o Greeted at the airport by: _____
OTH _____ o Escort in country: _____
OPR ___/___/___ o Conduct Subject Matter Expert Exchange (SMEE)/report any issues
OPR ___/___/___ o Report when SMEs are home and mission is complete

0-10 DAYS AFTER THE EVENT:
OPR ___/___/___ o Within 5 days: SMEs close out their DTS voucher
J7 ___/___/___ o Record final SMEE cost in the FY Funding Tracker
OPR ___/___/___ o Within 10 days Complete AAR and submit to J7
J7 ___/___/___ o Receive AAR and review
J7 ___/___/___ o Send AAR to NGB

Figure 3. OCONUS Event Tracking Checklist

TEXAS MILITARY DEPARTMENT
POST OFFICE BOX 5218
AUSTIN, TX 78763-5218
(512) 782-5001

NGTX-JTA   19 December 2017

MEMORANDUM THRU The Adjutant General, Texas National Guard, 2200 W. 35th Street, Austin, Texas 78763

FOR National Guard Bureau, NGB-J53, International Affairs Division, 111 George Mason Drive, Arlington, VA 22202

SUBJECT: MISSION TITLE FROM CONOP

1. <u>AREAS OF SUCCESS:</u> (Measured against the objectives of this event listed in CONOP)

    a.

    b.

    c.

2. <u>AREAS OF IMPROVEMENT:</u> (Measured against the objectives of this event listed in CONOP)

    a.

    b.

    c.

3. <u>RECOMMENDEDS/WAY AHEAD:</u> Narrative as to what needs to be done IOT move this exchange forward.

SIGNATURE BLOCK

Figure 4. After Action Report (AAR) Template

UNCLASSIFIED (SPP 5x8)

NGB J53 International Affairs
(State) – (Partner Country) State Partnership Program (SPP)

Purpose
Provide a reason for the 5x8 update between the partner State and partner Country.

Summary
Concise statement on the state of the partnership.

Way Ahead
Provide description on the focus of activities over the next 12 months.

Geographic Combatant Command Priorities
Bulleted list of priority geographic CCMD IMOs/LOAs that SPP activities will support

Partnership Background
- *Date partnership started*
- *Bulleted list of significant background information on the partnership*

Country Information and Developments
- *Key officials (include partner Country's MoD and DATT, and U.S. SDO)*
- *Bulleted list of military, political, and/or economic issues that may have an impact on the partnership or activities*
- *Key political-military change(s) in the partner Country*

Event Highlights
- *Provide number of events executed in the previous FY, major focus areas, and most significant one or two events*
- *Provide number of events planned and executed in the current FY, a brief description of one recent event and the next planned event, and major focus areas*
- *Provide number of events planned for the upcoming FY and major focus areas*

SPP Achievements
- *Bulleted list of results and achievements directly related to the partnership*
- *Identify contribution to CCMD priorities where applicable*

Prepared by: State SPPD, and POC Number
Coordinated with: NGB-J53 Desk Officer POC/Number
Approved by: Branch Chief/Number

Figure 5. State 5X8 Template

FROM: *Designated Service Member*

TO: TXMF JOC, J7 – SPP; ng.tx.txarng.mbx.joc@mail.mil;
sylvia.m.cisneros.mil@mail.mil; jose.n.martinez1.mil@mail.mil; alfonso.g.garcia.mil@mail.mil

CLASSIFICATION: UNDERLINED UNCLASSIFIED

MISSION TITLE: *Name of Event or SMEE*

MISSION COMMANDER/OIC: *Senior Service Member OIC / NCOIC*

    1. LOCATION: _____

    2. TIME PERIOD SITREP COVERS: _____

    3. PERSONNEL STATUS:
        # of Officer: _____

        # of Enlisted: _____

    4. PERSONNEL ISSUES NOTES:
        _____
        _____

    5. CURRENT OPERATIONS (Last 24 hrs):
        _____
        _____

    6. FUTURE OPERATIONS (Next 24 hrs):
        _____
        _____

    7. VEHICLE TRANSPORTATION ISSUES: _____
        LOGISTICS ISSUES: _____
        IMPACT ON MISSION: _____

    8. REQUESTED ACTIONS: _____

    9. COMMUNICATION STATUS: GREEN (Phone and Email) Amber (Email only) Red (No means)
        a. IMPACT ON MISSION: _____
        b. REQUESTED ACTIONS: _____

    10. FORCE PROTECTION ISSUES: _____
        a. IMPACT ON MISSION: _____
        b. REQUESTED ACTIONS: _____

    11. MISSION COMMANDER'S COMMENTS:
        _____

    12. POC RANK AND NAME /CONTACT INFORMATION:
        _____
        _____

Figure 6. SPP Daily SITREP Template

Event Title, Location
Dates

Purpose:

Concept:

Outcome/Goals:

Uniform:
Military:
Civilian:

TMD Participants:
1. Rank Name (Title)

Chilean Delegation:
1. Rank Name (Title)

Lodging Information:
Hotel Name
Address
Phone number
Reservation #

Day & Date:
Time   Activity

Time   Activity

Time   Activity

Day & Date:
Time   Activity

Time   Activity

Time   Activity

Day & Date:
Time   Activity

Time   Activity

Time   Activity

Time   Activity

Time   Activity

Day & Date:
Time   Activity

Time   Activity

Time   Activity

Weather: TBD

POCs:

CPT Sylvia M. Cisneros
SPP Director/OIC
J7, International Affairs
Office: 512-782-6790
Cell: (512) 434-9708
sylvia.m.cisneros.mil@mail.mil

SFC Alfonso Garcia
SPP NCOIC
J7, International Affairs
Office: 512-782-6101
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alfonso.g.garcia.mil@mail.mil

Edith Alvarado, Capt, USAF
Bilateral Affairs Officer
OSC - Chile
Local: (56-2) 2330-3586
Commercial: (301) 985-9349 (ext. 3586)
DSN: 294-9000, tone, 8843-3586
Cell: (011-56) (9) 8448-8491
edith.alvarado.mil@mail.mil

Figure 7. SPP Event Agenda

UNCLASSIFIED
Traditional Commander Activities (TCA)
Defense Travel System (DTS)
Smart Sheet

UPDATE YOUR DTS PROFILE BEFORE CREATING ORDER

Submit DTS Order after TCA event is approved.

DTS ORDER/VOUCHER MUST MIRROR CONCEPT PAPER

Creating a DTS Order for a TCA Event

Event Description:
- Include TCA Event # (i.e. COL-002-CON-USA) in Trip Description box. *Orders without event number will be returned.*
- Include SVTC Statement: "Objective cannot be satisfactorily/sufficiently accomplished using alternate methods, such as SVTC or other web-based communications."

Itinerary:
Travel dates and locations must match the approved TCA concept paper.

Travel:
- Reserve air travel via DTS. When escorting FNs, CTO at the US Embassy is authorized, however, gov't fare is mandatory (no exceptions).
- Reserve rental car via DTS. (CONUS only)
- Reserve lodging via DTS. (exception: MILGP recommended hotel is not on DTS or lodging is contracted).
- The cost of parking at the airport terminal (incl. mileage, parking, and tolls) cannot exceed the two one-way fares to/from the airport terminal.
- Traveler must bill airline tickets to their Individual Billing Account (IBA/GOVCC – VISA).
- Use of the Centrally Billed Account (CBA) must be authorized by Account Manager (AM), upload the CBA AM's authorization in Substantiating Records.
- TDYs within 400 mile radius, must use a GSA vehicle or provide a form of unavailability in order to rent a car or use POV.
- When flying on a non-US flag carrier (i.e. Copa Airlines), upload in Substantiating Records the Fly America Act Waiver Checklist and provide justification in Comments.
- Actual Expense Authorization (AEA) is required when gov't per diem rate is not offered at TDY location. **AEAs are approved by SOUTHCOM's Comptroller,** send request to Mr. Claude Adams. Upload approved AEA in Substantiating Records.

Accounting:
- TCA has a "Shared LOA" for all SOUTHCOM travelers. Travelers from other organizations can locate the LOA in the "X-ORG" drop down on the Accounting page.
- Select TCA's designated LOA, the FY17 LOA is "17 TCA GFEBS".

Review/ Sign
- For SCOs: TCA's routing list (TCA RL) has already been created for each MILGRP/ODC/MAAG/MLO.
- For State Partners and Components routing list is X-- ORG and it's also "TCA RL"
- On the Digital Signature page (the last screen in DTS) change the routing list from your default to TCA RL. If a routing list other than TCA RL is used, order will reject in the accounting system.

Creating a DTS Voucher for a TCA Event

Itinerary:
Amend travel dates and locations to reflect actual itinerary.

Expenses:
- Internet expense is reimbursable ONLY if on hotel receipt.
- Foreign Currency Conversion fees are reimbursable only if incurred and on Citibank statement.
- Claim airfare purchased outside DTS under Travel>Other Trans. Also claim CTO fee under Travel>Other Trans.

Substantiating Record:
- Upload the following receipts: airfare E-Ticket, lodging (showing zero balance), rental car, baggage fee, etc. GOVCC statement CANNOT be used in lieu of a receipt. Ensure receipts are legible.
- To obtain airfare receipt go to cwtsatotravel.com or tripcase.com
- **PER SC Reg 55-8, all receipts are required regardless of amount, to include expenses under $75.**
- Enter descriptive information for each file uploaded.

Per Diem Expenses:
- CONUS lodging - claim hotel state and local taxes separately under Non-Mileage Expense. OCONUS - taxes must fit within maximum allowed lodging rate and claimed under Per Diem Entitlements.
- Adjust the lodging rates on voucher to reflect the actual rate paid.
- Authorized Pass in conjunction w/ TDY – Go to Per Diem Entitlements select "Duty Day no Per Diem" for the day you are on a pass.
- Authorized Leave – select "leave" for the days on Leave.

Last update 31 Oct 2016
UNCLASSIFIED
1 of 1

Figure 8. SOUTHCOM DTS Cross-Org LOA Request

IAW SCP Resources Business Rules, complete the below Cost Estimate:

1. Complete yellow areas
2. Use insert row button to insert the number of rows needed for each travel day

Event Name: CFR Title	R&R BN 36ID Sight Visit	
CFR Event #:	CZESPP12345ICE	
Start Date/End Date of Event:	01-08 OCT 2017	
TDY Location:	Prague, CZE	
DTS POC (rank/full name/e-mail address/DSN, Comm		

Insert Row

			Number of Travelers:		5
Day	Date	Location	Meals and Incident	Lodging	Total
1		Austin/Prague, CZE	$ 102.00	$ -	$ 102.00
2		Prague, CZE	$ 136.00	$ 200.00	$ 336.00
3		Prague, CZE	$ 136.00	$ 200.00	$ 336.00
4		Prague, CZE	$ 136.00	$ 200.00	$ 336.00
5		Prague, CZE	$ 136.00	$ 200.00	$ 336.00
6		Prague, CZE	$ 136.00	$ 200.00	$ 336.00
7		Prague, CZE	$ 136.00	$ 200.00	$ 336.00
8		Prague, CZE	$ 136.00	$ 200.00	$ 336.00
9		Prague, CZE	$ 136.00	$ 200.00	$ 336.00
10		Prague, CZE/Austin, TX	$ 102.00	$ -	$ 102.00

Per Diem Per Person	$ 2,892.00	$14,460.00
Airfare Per Person	$ 2,500.00	
Rental Car	$ 1,500.00	
Other Costs (parking/conference fee/taxi/etc)	$ 3,076.00	

Total Cost	$ 31,536.00

Include explanation any non-standard travel variance:

Name of Participants Traveling		
First Name	Last Name	DTS Org Hierarchy

Per Diem Lookup Link: https://www.defensetravel.dod.mil/site/perdiemCalc.cfm

Figure 9. EUCOM DTS Cross-Org LOA Request

NAME: First, Middle, & Last

SSN [   ]   **RANK** [   ]

SECURITY CLEARANCE [SECRET   ▼]

NATIONALITY [   ]

DUTY POSITION [   ]

UNIT of ASSIGNMENT [   ]

AT/FP Level 1 Training (JS-US007-14) *[within 12 mont]* **DATE** [Jan ▼] [▼] [▼]
https://jkodirect.jten.mil/Atlas2/faces/page/login/Login.seam
ISOPREP PRO-File *[within 6 Months]* [Jan ▼] [▼] [▼]
https://prmsglobal.prms.af.mil/prmsconv/Profile/Survey/Survey.aspx
SERE 100.2 Level A *[within 24 months]* [Jan ▼] [▼] [▼]
JKO SERE 100.2 Level A as of 17MAY2016
Human Rights Training [Jan ▼] [▼] [▼]
""*NOT Required for travel to EUCOM AOR*
Foreign Clearance Guide: *[Must read]* [Jan ▼] [▼] [▼]
https://www.fcg.pentagon.mil/fcg.cfm
DOB [Jan ▼] [▼] [▼]

PLACE of BIRTH [   ] **(CITY, STATE)**

PASSPORT # [   ]   ""*NOT Required for travel to EUCOM AOR*""
                    ""*For travel to SOUTHCOM you must have a US Official Passport*""
PASSPORT TYPE(US TOURIST, US OFFICIAL): [US OFFICIAL ▼]

PASSPORT ISSUE DATE: [Jan ▼] [▼] [▼]

EXPIRATION DATE: [Jan ▼] [▼] [▼]

PASSPORT ISSUE LOC. [US   ]

POC at UNIT: [   ]

POC PHONE NUMBER: **DSN:** [   ]   **COMM:** [   ]
                        email: [   ]

DTS HIERARCHY for Trav [   ]

POC at SITE: [   ]

POC SITE PHONE NUMBI   **DSN:** [   ]   **COMM:** [   ]

J7 Int'l Engagements POC
J7 Director	**EUCOM Team**	**SOUTHCOM Team**
MAJ M White, 512-782-5059	CPT J Martinez, 512-782-5934	CPT S Cisneros, 512-782-6790
		SFC A Garcia, 512-782-6101

Figure 10. J7 SPP Country Clearance Worksheet

REQUEST FOR ORDERS

PURPOSE: To request orders for traditional and FTUS personnel for pay, allowances, and travel. Also used for Title 32 and overseas

SSN:	RANK:	NAME:	UNIT:

TYPE OF ORDE   AT ☐   ADT ☐   ADOS ☐   AGR TVL ☐   IDT TVL ☐   TECH TVL ☐

Employment Status Traditional Guardsman ☐   AGR ☐   Technicia [X]   State Employee ☐
If Technician or AGD State employee performing ADOS, ADT, or additional AT:
1. Is duty station same as Tech/State employee duty station?   Yes ☐   No ☐
2. Is duty to be performed related to Tech/State employee job?   Yes ☐   No ☐
3. Does the Tech/State Employee Supervisor Concur with this RFO?   Yes ☐   No ☐

4. Certifying signature by Tech/State employee supervisor: Name:	Title:	Date:	**SIGNATURE**

5. Supervisor's Phone No: Fax: Email:

TDC: Title 10 USC   Purpose:

Inclusive Dates: **No of Da**

Reporting Instructions: (Date, Time, Location, Uniform, etc.)

Govt Rations Available: **Yes** ☐   **No** [X]   Govt Lodging Available: **Yes** ☐   **No** [X]

Mode of Travel: **Govt Ground** ☐   **Govt Acft** ☐   **COMM TR** [X]   **POV TR** ☐

Charge to (PMC):   **Special Pay Type:**

Est. Pay:	Travel Cost / POV RT Miles Flight cost:	Daily P/D:	Other (Rental Vehicle, Reimbursable Fees, etc.):	Total:
				$0.00

Remarks:
Commercial travel, meals not provided, lodging not provided, Traveler is GOVCC holder.
ARTIMS #   Reference #

Requested By:
Name: **CPT Sylvia M. Cisnero** Unit: **J7**   Title: **SPPD**   Phone #: **5127826790**   Date:

Intermediate Approval By:
Name: Title: Phone #:   Date:

Intermediate Approval By:
Name: Title: Phone #:   Date:

Approved By:
Name: Title: Phone #:   Date:

Approved by:
Name: Title: Phone #:   Date:

TXMF FORM 73-R, JULY 2012   ALL PREVIOUS VERSIONS OF THIS FORM ARE OBSOLETE.

Figure 11. Request for Orders (RFO)

28

GLOSSSARY

AAR
After Action Review

APACS
Aircraft and Personnel Automated Clearance System

ARTIMS
Army Training Information Management System

ASCC
Army Service Component Command

BAO
Bilateral Affairs Officer

CCMD
Combatant Commander

CFR
Concept of Funding Request

CoM
Chief of Mission

CONUS
Continental United States

CSCS
Country Security Cooperation Section

CTIMS
Cloud Based TSC Information Management System

DJS
Director Joint Staff

DoD
Department of Defense

DoS
Department of State

DTS
Defense Travel System

EUCOM
European Command

FCG
Foreign Clearance Guidance

FKO
Foreign Disclosure Officer

DIRALUTH
Direct Line of Authority

FVR
Foreign Visitor Request

FY
Fiscal Year

GCC
Geographical Combatant Command

GFEBS
General Fund Enterprise Business System

GPC
Government Purchase Card

G-TSCMIS
Global Theater Security Cooperation Management Information System

IPR
In Process Review

IOSPRREP
Isolated Personnel Report

JPAS
Joint Personnel Adjudication System

KLE
Key Leader Engagement

NIPR
Non-secure internet protocol router

METL
Mission Essential Task List

NG
National Guard

NGB
National Guard Bureau

NATO
North Atlantic Treaty Organization

NCOIC
Non-commissioned Officer in Charge

NDAA
National Defense Authorization Act

OCONUS
Outside Continental United States

OIC
Officer in Charge

PAO
Public Affairs Officer

PMP
Program Management Guide

PN
Partner Nation

POC
Point of Contact

PR
Purchase Request

PSP
Partnership Support Plan

RFO
Request for Orders

SC
Security Cooperation

SCO
Security Cooperation Office

SCM-O
Security Cooperation Management Overseas Course

SCM-SP
Security Cooperation Management State Partnership Course

SERE
Survival, Evasion, Resistance and Escape

SIPR
Secret Internet

SITREP
Situation Report

SMEE
Subject Matter Expert Exchanges

SOUTHCOM
Southern Command

SPP
State Partnership Program

SPPD
State Partnership Program Director

TCP
Theater Campaign Plan

TIP
Trafficking in Persons

TXANG
Texas Air National Guard

TXARNG
Texas Army National Guard

USPFO
United States Property Fiscal Officer