

UNITED STATES TRANSPORTATION COMMAND STRATEGY

..... A PLAN FOR OUR FUTURE



LOOKING FORWARD

United States Transportation Command delivers on behalf of the Nation, and I am incredibly proud of all you have accomplished in our command's almost 30-year history. Your ability to deliver an immediate force tonight and a decisive force when needed is a unique capability and significant strategic advantage of the United States.

We cannot rest on that advantage, however. Looking forward, we face a challenging future marked by growing uncertainty, risk, and complex demands for the unique capabilities we provide the Nation. In the last 15 years, we have become accustomed to geographically isolated conflicts while enjoying technological superiority. In the coming years, we should expect conflicts to cross regional boundaries and potential adversaries to field numerically superior forces with near technological parity. In such an environment, we can expect contested strategic lines of communication, the likes of which we have not faced since World War II. Additionally, I expect our enemies will attempt to use our interconnectedness in the cyber domain against us.

With those challenges in mind, I am focused on evolving the command in a way that ensures we are able to answer the Nation's call today while simultaneously preparing for the future. To do so, we must advocate for tomorrow's capabilities, extend mission assurance through the cyber domain, and address the fundamental changes happening in our Nation's workforce.

This Command Strategy provides my overarching guidance and the plan for our future. To every Soldier, Sailor, Marine, Airman, Coast Guardsman, and DoD Civilian of USTRANSCOM: take the concepts and ideas captured here and apply them smartly. **YOU ARE EMPOWERED!**



Gen McDew assumes command of United States Transportation Command. (U.S. Transportation Command Photo)

A handwritten signature in black ink that reads "Darren W. McDew".

Darren W. McDew
General, USAF

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U.S. service members prepare to load a UH-1Y onto a C-17 at Tribhuvan International Airport, Kathmandu, Nepal in response to an earthquake. (U.S. Marine Corps photo)



Soldiers of the 1st Stryker Brigade Combat Team, work together to secure vehicles to rail cars with chains during rail load operations for deployment. (U.S. Army photo)

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USTRANSCOM TOTAL FORCE TEAM

The dedicated professionals of the USTRANSCOM team make us what we are today. We are a diverse, joint, total force of Active, Reserve and National Guard, with Army, Navy, Air Force, Marines and Coast Guard service members, civilian employees and contractors, working together to move the right capabilities to the right place, at the right time—every time. We are guided by core principles of empowerment, trust, collaboration, and respect, and we will reward excellence, foster innovation and encourage smart risk-taking. We execute our global mission by focusing on customers, with the true “heavy lifting” being done by our Component and Subordinate Commands, along with commercial transportation providers. Throughout this document when we say “USTRANSCOM Team” we mean our entire force, including commercial providers.



Military Surface Deployment and Distribution Command (SDDC), a major Subordinate Command of Army Materiel Command and our Army component, provides common-user ocean terminal, commercial ocean liner service and traffic management services.



Military Sealift Command (MSC), a major Subordinate Command under U.S. Fleet Forces Command and our Navy component, provides Sealift (ship chartering, prepositioned, and organic sealift ships), and crews daily in support of force sustainment operations. MSC also executes operational command over the Maritime Ready Reserve Force ships during contingencies.



Air Mobility Command (AMC), an Air Force Major Command, is our Air Force component and provides airlift, aerial refueling and aeromedical evacuation capability.



SDDC personnel at Wheeler Army Airfield, Hawaii, load vehicles for exercise Pacific Pathways. (U.S. Army photo)



U.S. Air Force Airmen secure fuel bladders for transport to Iraq in support of Operation Inherent Resolve. (U.S. Air Force photo)



U.S. Military Sealift Command Personnel load an Army Helicopter on a large, medium-speed, roll-on and roll-off ship. (U.S. Navy photo)

USTRANSCOM TOTAL FORCE TEAM



Joint Enabling Capabilities Command (JECC), our Subordinate Command, provides mission-tailored, joint capability packages to Combatant Commanders to facilitate the rapid establishment of joint force headquarters anywhere in the world within hours of notification.



Joint Transportation Reserve Unit augments the USTRANSCOM staff by providing supporting personnel when needed to manage air, land and sea transportation and enabling capabilities for the Department of Defense in peace and war.

Commercial Transportation Providers supplement USTRANSCOM's organic capability to meet the Nation's global mobility requirements.

U.S. Government Departments and Agencies, such as the individual military departments, the Office of the Secretary of Defense, the Joint Staff, Defense Logistics Agency, General Services Administration and others are key logistics partners who provide the funding for deployment and distribution operations, establish the policies which guide our efforts, and are customers of the Defense Transportation System.



A small tug is offloaded from the USNS Mendonca (T-AKR-303), in Anchorage, Alaska. (U.S. Army photo)



Airmen of the 139th Airlift Wing prepare for an airdrop in Key West, Florida, during a search and rescue exercise. (U.S. Air National Guard photo)



Members of the Joint Communications Support Element test communications aboard the USS Pearl Harbor. (U.S. Navy photo)

STRATEGIC FRAMEWORK

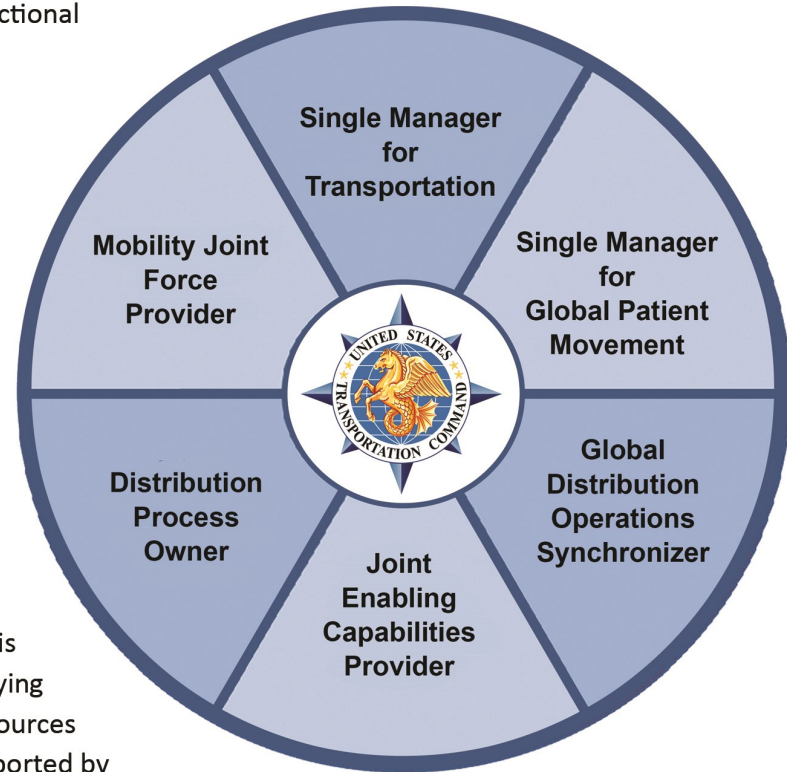
The Unified Command Plan (UCP) designates USTRANSCOM as a Functional Combatant Command with six unique trans-regional responsibilities.

USTRANSCOM executes these responsibilities globally in a dynamic, challenging national security environment demanding agility and innovation.

The four Command Priorities below are designed to ensure our success, now and into the future:

- Ensure Today’s Readiness...Advocate for Tomorrow’s Capabilities
- Advance Cyber Domain Capabilities
- Evolve for Tomorrow
- Champion an Innovative, Diverse, and Agile Workforce

This Command Strategy amplifies these priorities and describes the ends, ways and means to achieve them. Additionally, the strategy is forward looking, providing desired future states, and sets forth underlying objectives for each Command Priority to focus increasingly scarce resources and drive action. Each of the Priorities and objectives are in turn supported by tasks identified in a separate document. The intent is to ensure USTRANSCOM remains the world’s premiere transportation organization, always ready to answer our Nation’s call.



MISSION
USTRANSCOM provides full-spectrum global mobility solutions and enabling capabilities for supported customers’ requirements in peace and war.

VISION
The transportation and enabling capabilities provider of choice.

UNDERSTANDING OUR CHALLENGES AND OPPORTUNITIES

Today's global security environment is dramatically different—more diverse and complex in the scope of its challenges—than the one with which we have been engaged for the last 15 years. A resurgent Russia and a rising China are emerging as peer competitors in great-power contests with the U.S., while Iran, North Korea and violent extremist organizations continue to present regional threats. These contests are played out as “gray zone” activities that exploit the ambiguities between peace and war. Challenges to our unfettered use of maritime, space, air and cyber domains in the global commons threaten the world's economy and our Nation's ability to project and sustain global power and influence. We continue to defend against increasing attempts to degrade our cyber security and command, control and communication systems. These challenges demand mature processes and innovative solutions to better operate in the future. Addressing emerging challenges provides opportunities to incorporate cutting-edge technologies and synchronize logistics processes in more effective ways to ensure the Joint Force's success in future operations. As we explore these long-range initiatives, we must maintain our momentum by taking the next logical steps that are foundational for adapting.

Readiness describes our ability to conduct our assigned missions and is best understood in terms of Enterprise and Joint Deployment and Distribution Enterprise (JDDE) Readiness. USTRANSCOM Enterprise Readiness has three measures: capability, capacity, and proficiency with availability. Capability depends upon the right types of assets, systems, and skill sets. Capacity represents our ability to meet volume requirements. Finally, proficiency and availability measure the accessibility and operability of assets, while ensuring people are accessible and trained. Readiness is further defined by the organic and commercial capabilities necessary to provide assured strategic mobility and meet the requirements of the DoD across the range of potential operations, now and in the future. Additionally, as the Distribution Process Owner and Global Distribution Operations Synchronizer, USTRANSCOM must be acutely concerned with readiness of the entire JDDE. As Joint Publication 4-09, *Distribution Operations*, notes, the JDDE includes: equipment, procedures, doctrine, leaders, technical connectivity, information, organizations, facilities, training, and materiel necessary to conduct joint distribution operations. Therefore, JDDE Readiness expands Enterprise Readiness to include the Global Distribution Network (GDN) and associated support assets.



*A U.S. Air Force KC-135 Boom Operator refuels a C-17 Globemaster III.
(U.S. Air Force photo)*



*SDDC Transportation Battalions deploy military equipment and supplies in support of Operation United Assistance.
(U.S. Air Force photo)*

DESIRED STRATEGIC END-STATE

The overarching strategic end-state we strive to achieve is to *deliver options* in support of the Nation’s objectives.

To meet this end-state, the USTRANSCOM Team must continue to evolve as an enterprise. We must maintain the capability to quickly scale operations globally in a responsive manner, despite adversary actions to degrade the mobility enterprise. To meet the increasingly time-sensitive needs of combatant commands we must be agile enough to shift the global capabilities of the JDDE to meet emerging priorities across regions in peace or war. We must think strategically to build a resilient JDDE able to respond despite A2/AD challenges. To balance global demand, we will optimally use enterprise capacity, organic and commercial, to be effective when needed and deliver efficient mode-neutral solutions whenever possible. To drive towards this desired end-state, we will build on those ways in which our structures and processes serve us well, and adapt and refine those that don’t.



U.S. Air National Guard airmen offload humanitarian cargo from a KC-10 Extender at Dakar, Senegal. (U.S. Air Force photo)



U.S. Army soldiers assigned to the 82nd Airborne Division conduct an airborne operation at Fort Bragg, North Carolina. (U.S. Air Force photo)

“USTRANSCOM stands ready to deliver the Nation’s objectives. We will advocate for and address all challenges and vulnerabilities to ensure we can deliver an immediate force tonight and a decisive force when needed.

We promise!”

General McDew

Aligning ends-ways-means is the essence of strategy

WAYS TO THE DESIRED END-STATE

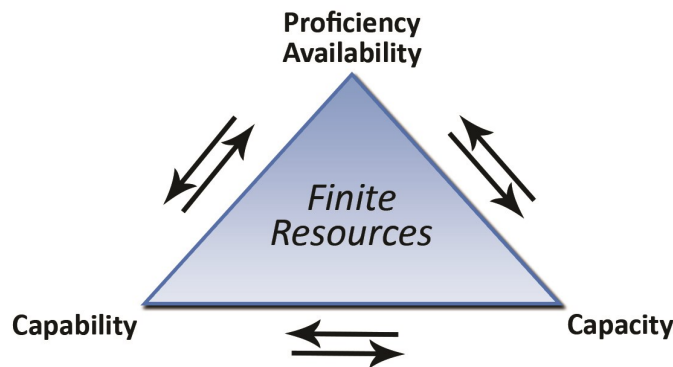
The priorities described on the following pages are not ends in themselves, but instead are lenses through which to interpret national strategic guidance and develop our desired end states. As such, we will focus our combined energies and invite fresh and innovative thinking on how to adapt and change in these specific areas. Each priority is amplified by a corresponding future state and specific objectives for subsequent development into actionable plans--the "ways" in which we will achieve our defined future states. While these future states and objectives are important in describing what we need to address and certainly illuminate to some degree how we will proceed, they must be translated in every work center across our enterprise to be understood on their own terms. Our leaders designed the Command priorities to cut across the directorates in USTRANSCOM, as well as the Component Commands and key partners; and we fully expect that the respective future states and objectives will create vigorous debates on the best paths or courses of action to pursue. We must boldly challenge the status quo as we take advantage of these opportunities to be better in the future.



A Mine Resistant Ambush Protected Vehicle (MRAP) enters the Military Sealift Command USNS Bob Hope (T-AKR-300). (U.S. Navy photo)

MEANS TO ACHIEVE THE DESIRED END-STATE

The resources we employ—manpower, money, materiel or influence—are all “means” we use to achieve our missions. USTRANSCOM must apply the right mix of resources toward the readiness measures of capability, capacity, proficiency and availability to ensure our ability to deliver. Our Priorities and Objectives shape how we will allocate scarce resources to meet current and future requirements.



U.S. Marines with Combat Logistics Regiment 2, 2nd Marine Logistics Group, participate in rail operations. (U.S. Marine Corps photo)

PRIORITY 1: ENSURE TODAY’S READINESS...ADVOCATE FOR TOMORROW’S CAPABILITIES

Ensure Today’s Readiness...Advocate for Tomorrow’s Capabilities...to always provide the President with viable national security options and maintain our ability to rapidly project forces anywhere on the globe at the time and place of our country’s choosing. We must ensure we have the personnel, platforms, systems, and training to provide this unique capability on behalf of our Nation. We must advocate for the right investments today in our cyber-enabled Air, Sea, and Surface fleets to ensure we can deliver the Nation’s objectives tomorrow.

Future State: USTRANSCOM and the JDDE postured to meet the full range of UCP roles and missions in current and emerging transregional transportation and logistics requirements

Major Objectives:

1. **Advocate for tomorrow’s capability:** Champion USTRANSCOM equities in Service funding for Total Force personnel, platforms, and readiness; and shape National investments to incorporate USTRANSCOM and JDDE priorities and mobility recapitalization
2. **Establish and sustain:** Sufficient infrastructure, agreements, and partnerships
3. **Ensure sufficient commercial transportation capacity**
4. **Identify, understand, and operate effectively in contested environments**



A U.S. Air Force loadmaster directs an M1A2 tank on to a C-17. (U.S. Air Force photo)



U.S. Army soldiers prepare for airdrop at Pope Field, North Carolina. (U.S. Air Force photo)



Sailors lower a vehicle from the Military Sealift Command USNS Bob Hope. (U.S. Army photo)

PRIORITY 2: ADVANCE CYBER DOMAIN CAPABILITIES

Advance Cyber Domain Capabilities...to ensure our ability to operate freely in an increasingly contested cyber domain. We must broaden our scope to actively evaluate our command and control, weapon system, and infrastructure vulnerabilities, while identifying and advocating for the critical capabilities, policies, and procedures that will enable mission accomplishment.

Future State: USTRANSCOM and the JDDE capable of effective operations ... even in a contested cyber domain

Major Objectives:

1. Advance a principle-based, forward-looking cyberspace framework to protect against cyber threats
2. Enhance cyberspace resiliency and crisis management response capabilities to ensure continuity of operations
3. Develop innovative, practical and measurable solutions for emerging cyberspace challenges across USTRANSCOM and the JDDE
4. Engage and influence the JDDE to improve and integrate cyberspace capabilities



A U.S. Air Force TSgt uses a spectrum analyzer to check network routers. (U.S. Air Force photo)



A digital data transport system located in the Hawaiian Islands. (U.S. Coast Guard photo)



A U.S. Air Force Airman labels a backup compact disc for testing. (U.S. Air Force photo)

PRIORITY 3: EVOLVE FOR TOMORROW

Evolve for Tomorrow...to fully embrace our role as a global Combatant Command delivering national objectives in tomorrow’s dynamic security environment. We must build on our successes to remain cost-conscious and transparent with our customers. We must challenge our assumptions, accurately forecast trends that will define the future operating environment, and develop the technologies and ideas that maintain our Nation’s competitive advantage in transportation and logistics.

Future State: Responsive, agile, and efficient business and operational processes that are transparent and clearly articulable

Major Objectives:

1. **Evolve business processes/organizations to align resources for long term viability of JDDE:** Optimize strategic resource allocation by critically assessing the effectiveness and efficiency of current processes and command organizational structures
2. **Refine an operational approach that values GDN capabilities and long term-enterprise viability:** Optimize organic and commercial enterprise readiness through an informed capacity and workload allocation and transportation acquisition process
3. **Evolve USTRANSCOM and Component C2 capability:** Develop Command-wide integrated multi-modal operations with fused decision support and C2 capabilities to address challenges within the future joint operating environment
4. **Integrate force sustainment with customer focus:** Develop and communicate a USTRANSCOM value proposition supported by sound business processes, a transparent and logical cost recovery structure that enables cost-based decision making, an optimally refined distribution network, and a strong customer focus



Transportation Isolation System is demonstrated by a U.S. Air Force flight nurse. (U.S. Air Force photo)



A U.S. Army Stryker vehicle loads onto a U.S. Air Force C-17 transport. (U.S. Marine Corps photo)



A U.S. Air Force loadmaster conducts backing procedures onboard a C-17. (U.S. Air Force photo)

PRIORITY 4: CHAMPION AN INNOVATIVE, DIVERSE, & AGILE WORKFORCE

Champion an Innovative, Diverse, and Agile Workforce...to thrive in an increasingly dynamic environment. We must lead the way in expanding our foundational expertise and identifying and removing cultural, procedural, and policy barriers so we continue to recruit, develop, and retain the best talent America has to offer. Only by doing so will we gain the agility to meet the complex demands of tomorrow.

Future State: A talent-rich, diverse, creative, adaptive, and innovative professional workforce and culture that thrives in a dynamic environment to enhance and enable the accomplishment of the full range of USTRANSCOM roles and missions

Major Objectives:

- 1. Acquire necessary talent:** Develop an agile accessions program to recruit new personnel that possess the requisite skillsets needed to meet future mission requirements
- 2. Enhance developmental opportunities:** Devise a comprehensive and cohesive force development system to sustain, motivate and retain a high-performing, mission-ready team through initiatives that foster critical thinking, communication skills, and an appreciation of an enterprise approach
- 3. Innovate human capital management:** Maximize organizational effectiveness through robust human capital management strategies designed to sustain and retain our “Future State” workforce



U.S. Army Soldiers load gear onto a C-17 at Joint Base McGuire-Dix-Lakehurst. (U.S. Air Force photo)



An Air Force Critical Care team prepares for a C-17 medical evacuation flight. (U.S. Air Force photo)



A moving truck is unloaded as a family moves into their new home. (U.S. Marine Corps photo)

ENABLING THE FUTURE FORCE

For nearly three decades, our Nation has depended on USTRANSCOM to respond rapidly to global threats and disasters. Today, we in USTRANSCOM continue to deliver 21st century, enterprise-level, joint force solutions. In the future we must anticipate and adapt to challenges that will require us to perform our missions more often in non-permissive, remote, austere, and distributed locations.

We must provide readiness and resource-informed solutions. Immediate direct transportation costs are factors, but not the only factors we will consider when meeting movement requirements. We must balance how we address the health of the Enterprise today and tomorrow. We must advocate for the right investments today in our cyber-enabled air, sea, and surface fleets to ensure we can deliver the Nation's objectives tomorrow.

Our challenge is to meet today's missions "on-time and on-target" while still looking over the horizon to determine what will be needed in the Defense Transportation System of the future. We must anticipate the need to modernize our capabilities by leveraging ingenuity and technology to increase effectiveness and efficiency. For example, additive manufacturing makes it possible to print exact working replicas of replacement parts and other items using metals, plastics, and composite materials. This technology could provide critical mission capability faster and at lower cost than shipping the same part around the world. Autonomous and robot-assisted ground and air refueling as well as drone delivery could be used to provide sustainment to joint forces where access by today's assets are at risk or denied. Similarly, driverless vehicles can save lives and reduce costs by navigating dangerous ground lines of communication without human risk. All these initiatives have distribution implications we must consider to reduce risk and bolster our ability to deliver to the warfighter.

Future readiness requirements will drive us to develop and advocate for a capable global mobility system, robust and resilient distribution network, efficient infrastructure, and superior professional development for the world's most capable mobility workforce.



Soldiers secure a Stryker vehicle to a rail car during rail load operations. (U.S. Army photo)



The KC-46A program's first test aircraft, EMD-1, flying behind a KC-135. (U.S. Navy photo)



A U.S. Army Stryker vehicle is downloaded from an MSC ship in Thailand. (U.S. Marine Corps photo)

NEXT STEPS

This USTRANSCOM Command Strategy incorporates our ends, ways and means. Our **ends**—delivering our Nation’s Objectives—must not and will not change. At the same time, we realize our **means**—financial, materiel, and personnel—will experience increased pressure and more scrutiny in the foreseeable future. Most importantly, we recognize the need for USTRANSCOM to develop and implement bold and innovative **ways** to adapt to the challenging new future operating environment despite its uncertain strategic and fiscal realities.

Our Command Strategy defines a noble and achievable future state and outlines the necessary steps we need to ensure the next evolution of USTRANSCOM. This requires a USTRANSCOM that is more effective and efficient, capable of providing America's global mobility and enabling capabilities whenever and wherever needed. Our journey does not end with this strategy—it begins here. Our customers, partners and stakeholders will always be able to count on USTRANSCOM to provide innovative solutions to complex, multi-faceted challenges as well as a rapid and responsive logistics, global mobility, and joint capability in support of the Nation’s security requirements. Our Nation can depend on us because...

“Together, we deliver!”



U.S. Air Force Airmen push a pallet full into a C-5M Super Galaxy. (U.S. Air Force photo)



A U.S. Marine Corps logistics vehicle is offloaded from an MSC cargo ship. (U.S. Marine Corps photo)



U.S. Army Soldiers from the 82nd Airborne division prepare for airdrop. (U.S. Air Force photo)



TOGETHER, WE DELIVER.

For an electronic version of USTRANSCOM's Command Strategy, DoD users should visit:
https://ww2.ustranscom.mil/USTRANSCOM_Strategy_current.pdf

Public access is available at:
http://www.ustranscom.mil/cmd/USTRANSCOM_Strategy_current.pdf



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U.S. Transportation Command
Strategy, Capabilities, Policy, and Logistics
508 Scott Drive
Scott Air Force Base IL 62225-3537

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