

UNITED STATES TRANSPORTATION COMMAND

# FACT BOOK



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**United States Transportation Command conducts globally integrated mobility operations, leads the broader Joint Deployment and Distribution Enterprise, and provides enabling capabilities in order to project and sustain the Joint Force in support of national objectives.**

The United States Transportation Command, located at Scott Air Force Base, Illinois, was established in 1987 and is one of ten U.S. combatant commands.

USTRANSCOM projects and sustains military power globally in order to assure our friends and allies, deter potential adversaries, and if necessary, respond to win decisively. The key to conducting globally-integrated mobility operations is the dynamic synchronization of transportation networks that allows us to allocate scarce mobility resources in support of the Secretary of Defense's highest priorities, whether foreign or domestic.

The Unified Command Plan is a classified executive branch document published by the President of the United States, and is reviewed every two years. The UCP establishes combatant command missions, responsibilities, and force structure; delineates geographic areas of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders. USTRANSCOM is a global COCOM with five specified UCP missions.

The command is (1) the single manager for coordinating military and commercial air, land and sea transportation and air refueling support; (2) arranging transportation for nations ill and injured; (3) providing the joint sourcing solutions for mobility forces; (4) providing alert postured capabilities to accelerate formation of joint force; and (5) overseeing the effectiveness of the delivery of assets from fort/factory/depot to point of need.

We accomplish our mission by conducting globally integrated mobility operations, leading the broader JDDE and providing joint enabling capabilities in order to project and sustain the Joint Force in support of national objectives. The worldwide work of the command is carried out by a Total Force team of more than 122,000 Active Duty, National Guard, Reserve and civilian personnel.

We also partner with industry under contract to the U.S. government to provide critical transportation capacity and leverage global trade networks. This activity would increase significantly in a wartime scenario with a fully-mobilized deployment enterprise.

In heraldry, the winged sea horse symbolizes endurance, force, freedom, speed, strength, readiness, victory, and the sea. The close association between horses and the sea has its basis in mythology.

When horses were first introduced into Peloponnesus in 1350 B.C., they came by way of the sea. Thus the Greeks considered them the offspring of Poseidon and the god of the sea. In Greek mythology, Poseidon also sired the winged steed, Pegasus, who came to typify science, intellect, and understanding.

Likewise, the Romans believed the horse to be a gift from their sea god, Neptune, whose chariot was drawn by Hippocampi, marine creatures with the head and forefeet of a horse and the tail of a fish. To convey speed, ancient myth writers attached wings to Hippocampi and other legendary sea beasts.

In July of 1987, Gen. Duane H. Cassidy adopted a winged sea horse as the primary element in the command's emblem to symbolize the new mission: provide global air, land and sea transportation to meet national security objectives.

In heraldry, the compass rose denotes faith, and the globe signifies commerce, earth, enterprise, eternity, geography, and travel. In the modern sense, they depict USTRANSCOM's worldwide mission. The stars symbolize the four services and the USTRANSCOM commander's four-star rank.

**COLORS:** Heraldry associates gold with wisdom, durability, honor, glory, and superiority, while it links blue with truth, intellect, loyalty, and peace. By borrowing gold from the Joint Chiefs of Staff emblem and blue from the DoD's, USTRANSCOM's emblem emphasizes unified command status.



1 WARFIGHTING READINESS



2 CYBER DOMAIN AND MISSION ASSURANCE



3 EVOLVING FOR TOMORROW



4 ADVANCE DECISION MAKING



5 TAKING CARE OF TROOPS



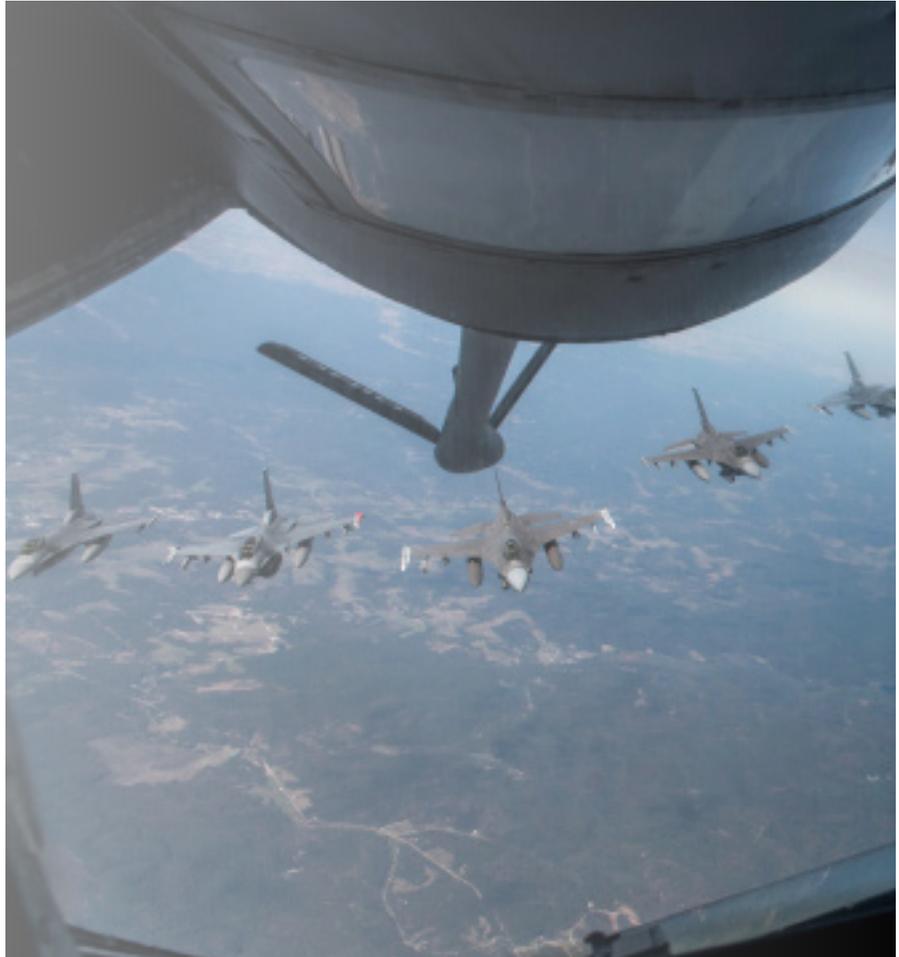
## WARFIGHTING READINESS

Warfighting readiness is our #1 priority, and there is no other #1 priority.

USTRANSCOM's enduring mission is to project and sustain combat credible forces needed to deter war, protect the security of our Nation, and win decisively should deterrence fail.

We will maintain a global deployment posture, ready mobility capacity, and global command and control at echelon necessary to generate an immediate force and seamlessly transition to a fully mobilized Joint Deployment and Distribution Enterprise, and project a decisive force when required.

The surest way to prevent war is to be prepared to win one. All activities and efforts must contribute to this priority.





## CYBER DOMAIN AND MISSION ASSURANCE

Cyberspace is a warfighting domain, without sanctuary, in which capable adversaries continuously attempt to degrade our Nation's ability to project the Joint Force globally.

As in all warfighting domains, assuring mission capabilities requires resilience and simultaneous efforts across multiple functions and stakeholders, including defense, interagency and industry partners.

There is no single 'silver bullet' solution. Our actions are underscored by the need to understand adversary intentions, capabilities, and actions targeting the JDDE.

We will actively manage mission risk and advance our cyber domain capabilities by understanding our large and complex attack surface, constantly managing and improving our mission relevant cyber terrain, securing our cyber area of operations, and actively defending our ability to globally command and control operations.

## EVOLVE FOR TOMORROW

Warfighting readiness today does not guarantee warfighting readiness in the future, a future that is unknown, unpredictable, and changing at an unprecedented pace. We must adapt to the changing character of war.

We face a competitive environment characterized by great power competition, an erosion of technical advantage, all-domain warfare, and increasing logistical demands.

USTRANSCOM will evolve and overcome emerging threats by being agile in our processes, willing to test and rapidly adopt or reject new concepts and technologies, and make wise investments in innovative, transformational capabilities in order to continue to outpace our adversaries.

In doing so, we will position our enterprise to create multiple options for national leadership and multiple dilemmas for potential adversaries. Innovation and critical thinking are essential at every echelon to ensure we can outpace our adversaries. We are all co-equal in the value of our ideas focused on improving the JDDE to support national security requirements.





## ADVANCE DECISION MAKING

In war, data can be as useful as a weapon system. Information technology (IT) and computational processing continues to advance rapidly as we approach game changing capabilities like Artificial Intelligence, machine learning, and advanced analytics, all of which have enormous potential to improve USTRANSCOM mission outcomes. The foundation for our success starts with data.

Establishing Enterprise Data Management, migrating our data and systems into cloud computing environments, and embracing the full range of analytic tools/methods are essential to take advantage of today's technology. Doing so will speed decision making, free up human capital, accelerate learning, reduce costs, and improve productivity.

Our methodology will be to accelerate a series of 'use cases' in mission areas where we need to sharpen our warfighting focus, and build on those successes that in the aggregate will have strategic impact and continue to inform our IT modernization/optimization initiatives. These efforts are essential to enable USTRANSCOM to retain our strategic comparative advantage to project and sustain the Joint Force globally.

## TAKING CARE OF THE TROOPS

Our collective strength depends on our people. Every day we must keep foremost in our minds our Soldiers, Sailors, Airmen, Marines, Coast Guardsmen, and civilians operating across the globe as well as their families.

We will always treat everyone with dignity and respect. We will always lead with integrity. We are blessed with incredible human talent at every level.

Our personal investments in developing agile, adaptive, and innovative leaders is our enduring legacy.

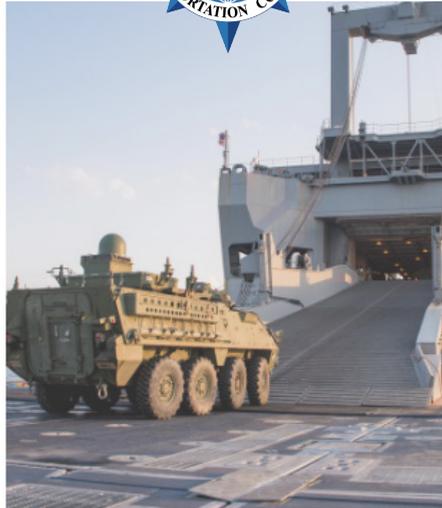
Our people provide the ultimate competitive edge and we must love them, develop them, and always keep the faith with them.



# COMPONENT COMMANDS



**LAND COMPONENT**  
MILITARY SURFACE DEPLOYMENT  
AND DISTRIBUTION COMMAND

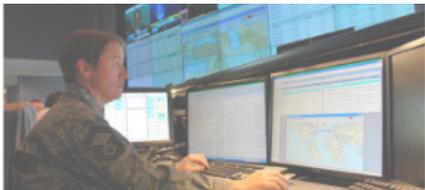


**SEA COMPONENT**  
MILITARY SEALIFT COMMAND



**AIR COMPONENT**  
AIR MOBILITY COMMAND





# AIR MOBILITY COMMAND



Air Mobility Command was activated June 1, 1992, with headquarters at Scott Air Force Base, Illinois, and is one of 11 major Air Force commands. On Oct. 1, 2016, AMC consolidated with Military Air Command making AMC the oldest major command in the Air Force tracing its history to the establishment of the Air Corps Ferrying Command on May 29, 1941.

As the air component of the U.S. Transportation Command, AMC is comprised of a Total Force effort to execute Rapid Global



Mobility and enable Global Reach –the ability to respond anywhere in the world in a matter of hours. This is accomplished through AMC’s four core mission areas – Airlift, Air Refueling, Air Mobility Support and Aeromedical Evacuation. AMC also provides support to the nuclear enterprise.

Airlift provides the capability to deploy U.S. armed forces anywhere in the world within hours and help sustain them in a conflict. AMC also supports presidential and senior leader



airlift. Air refuelers are the backbone of Global Reach, increasing coalition and U.S. aircraft’s range mid-air.

Aeromedical evacuation ensures the wounded warriors get the care they deserve and today have sustained the survival rate of 97 percent. In addition to enabling the force to respond to an enemy attack and sustain operations, Mobility Airmen bring humanitarian assistance to those in need who may live in austere locations.

## AIRLIFT

AMC's airlift fleet versatility offers the capability to not only deliver cargo via paved runways and dirt strips, but to deliver it anywhere in the world via airdrop. The executive airlift fleet ensures leaders arrive at their destination in a timely manner. AMC's commercial partners move 90 percent of our passengers and 40 percent of cargo on 2,000 missions annually.

C-5M Super Galaxy  
52 in inventory



C-130H/J Hercules  
300 in inventory



C-17A Globemaster III  
222 in inventory



VC-25A  
2 in inventory



C-32A  
6 in inventory



C-37 A/B  
12 in inventory



C40 B/C  
11 in inventory



C-21  
19 in inventory



## AIR REFUELING

AMC's tanker fleet ensures fighters and bombers have the loiter time necessary to provide a canopy of protection for our troops; air refuelers also make it possible for us and allied aircraft to be anywhere in the world in a matter of hours, rather than days.

KC-135R Stratotanker  
396 in inventory



KC-10A Extender  
59 in inventory

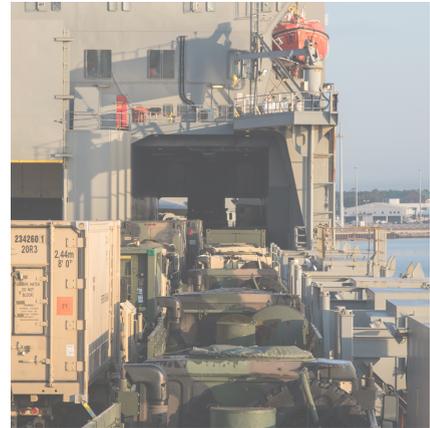


KC-46A Pegasus  
19 in inventory






# MILITARY SEALIFT COMMAND



In 1949, the Military Sea Transportation Service became the single managing agency for the Department of Defense's ocean transportation needs. The command assumed responsibility for providing sealift and ocean transportation for all military services as well as for other government agencies.

During the Vietnam War, MSTS was renamed Military Sealift Command. Military Sealift Command exists to support the

joint warfighter across the full spectrum of military operations.

Our mission is timeless and essential. Regardless of the challenge, we prevail. Working seamlessly with key partners to master the maritime and cyber domains, MSC provides on-time logistics, strategic sealift, as well as specialized missions anywhere in the world, under any condition, 24/7, 365 days a year.

MSC safely operates, supplies, and

maintains the ships that provide logistics support, conduct special missions, move military equipment, supply combat forces, provide humanitarian relief, and strategically position combat cargo around the world.

With unified resolve, we boldly sail the world's oceans to provide essential assured logistics and service support to the warfighter as the nation's premier maritime transportation organization.

# SURGE SEALIFT

MSC delivers combat and other military cargo needed by U.S. warfighters around the globe with 10 large, medium-speed roll-on/roll-off (LMSR) ships and five roll-on/roll-off container ships. Five additional LMSRs and two container ships are dedicated to supporting the army and two more container ships support the Air Force. These vessels can be fully activated and mission ready within five days.



Large/Medium Roll-on/Roll-off (821 ft)

USNS SGT Matej Kocak  
USNS PFC Eugene A. Obregon  
USNS MAJ Stephen W. Pless



Large/Medium Roll-on/Roll-off (906-954 ft)

USNS Shughart	USNS Gordon
USNS Yano	USNS Gilliland
USNS Bob Hope	USNS Fisher
USNS Mendonca	USNS Brittin
USBS Benavidez	USNS Watson



Large/Medium Roll-on/Roll-off (950ft)

USNS Red Cloud  
USNS Charlton  
USNS Watkins



Container Ships (844ft)

MV LTC John U.D. Page  
MV SSG Edward A. Carter Jr.



Large/Medium Roll-on/Roll-off (754 ft)

USNS 1st LT Harry L. Martin



Large/Medium Roll-on/Roll-off (864 ft)

USNS LCPL Roy M. Wheat



Container Ships

MV MAJ Bernard F. Fisher (652 ft)  
MV CAPT David I. Lyon (686 ft)

## TANKERS

MSC uses five tanker vessels to deliver fuel. Maersk Peary is the only long-term charter tanker with an ice-strengthened hull capable of resupplying in the Arctic.



MT Empire State  
MT Evergreen State  
MT Maersk Peary  
MT SLNC Goodwill  
MT SLNC Pax

## DRY CARGO

MSC has four dry cargo vessels that execute missions throughout the globe to include the annual resupply mission to Greenland and Antarctica.



SLNC Corsica  
MV Black Eagle  
MV Mohawk  
T/B Sea Eagle / MB 1219



# MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND



The Military Surface Deployment and Distribution Command moves, deploys and sustains the armed forces to deliver readiness and lethality – at speed. SDDC is the Army Service Component Command to USTRANSCOM.

With nine total force brigades geographically located throughout the world to support Combatant Commanders, SDDC is globally postured to deliver readiness and lethality to the joint warfighter.

SDDC is the premier total force strategic surface deployment and distribution synchronizer, a key member of our nation's JDDE and is always ready to project even in the most austere conditions.

SDDC books, ships, and tracks shipments and unit moves, and conducts port operations for surface movements worldwide using services from the U.S. transportation industry.

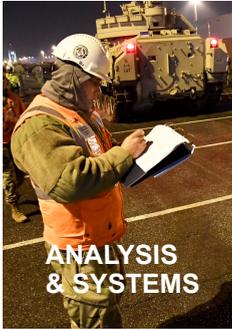
Rapid Port Opening Elements bring an expeditionary answer to the challenge of

logistics support in contingency response operations for the DoD. As the surface piece of USTRANSCOM's Joint Task Force-Port Opening, RPOE's deploy to establish a port of debarkation and forward distribution node.

The U.S. Army Reserve Deployment Support Command provides SDDC with an integrated total force capability. The DSC provides four transportation brigades and an Expeditionary Rail Center to support SDDC operations.

STRATEGIC  
SEAPORTS

VESSELS

ANALYSIS  
& SYSTEMS

CONTAINERS



AMMO PORTS

TOTAL FORCE  
INTEGRATION

RAIL



TRUCKS/HIGHWAYS

SDDC's eight readiness levers provide capabilities that connect combat power and lethality to conveyances, link the global distribution network to the warfighter, and provide a lens through which the command evaluates operational effectiveness, comprehensive readiness, capability, and risk in order to enable dynamic force employment, warfighting readiness, and lethality at scale.

SDDC forces are comprised of 5 brigades, 12 battalions, 3 rapid port opening elements for a total of 2,400 active duty Soldiers, civilians and local national employees. The Deployment Support Command is comprised of 4 brigades, 12 battalions, and 29 other expeditionary units for a total of 2,700 reserve Soldiers. The command also partners with the commercial transportation industry (the 4th component) as the coordinating link between DoD surface transportation requirements.



**Trucks**

700 commercial carriers  
1 million total



**Railcars**

1,897 DODX flatcars  
47,753 total



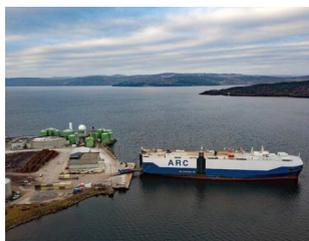
**Strategic Seaports**

17 commercial in U.S  
6 military in U.S.  
180 overseas



**Intermodal Containers**

300 containers worldwide



**Vessels**

102 VISA vessels  
73 military vessels



**Strategic Ammunition Ports**

Military Ocean Terminal Sunny Point, N.C.  
Military Ocean Terminal Concord, California

# JOINT ENABLING CAPABILITIES COMMAND



The Joint Enabling Capabilities Command was formed from the transformation of an organization originally known as the Standing Joint Force headquarters. The idea of the SJFHQ arose as a result of the need to improve the response capabilities for the operational level headquarters.

The problem was the lack of command and control from the beginning of a crisis until a capable task force headquarters could form. On July 1, 2011, JECC was officially formed

reassigned to U.S. Transportation Command.

The JECC provides mission-tailored, joint capability packages to combatant commanders in order to facilitate rapid establishment of joint force headquarters, fulfill Global Response Force execution and bridge joint operational requirements.

JECC is headquartered at Naval Station Norfolk, Virginia. It consists of a headquarters and two subordinate commands, the Joint Planning Support Element located in



Norfolk, and the Joint Communication Support Element, located at MacDill Air Force Base Florida.

The JPSE provides rapidly deployable planners and public affairs experts to increase communication of operations. The JCSE provides rapidly deployable, en route and early-entry communications capabilities in order to quickly enable the joint force.



# JOINT TRANSPORTATION RESERVE UNIT



The United States Transportation Command learned an important lesson during Operations Desert Shield and Desert Storm. The expertise the command gained from having a mix of services in its reserve augmentation proved invaluable.

On September 1, 1991, USTRANSCOM activated the Joint Reserve Transportation Unit, the first joint reserve unit, to augment the command's headquarter's active component forces to provide global air, land, and sea

transportation for the Department of Defense, both in times of peace and war.

Built around Naval Reserve USTRANSCOM Detachment 118, a Missouri unit assigned to the command, the JTRU initially included all the authorized USTRANSCOM reserve augmentation of 65 selected reserve billets and 31 joint mobilization augmentees.

In the USTRANSCOM commander's view, mobilization readiness could be best achieved

if all reservists, regardless of service affiliation, trained as one unit.

Reservists would have a single administrative chain of command with one reporting official, a general officer assigned to the USTRANSCOM commander as a mobilization augmentee.

The Joint Reserve Component Unit advises the USTRANSCOM commander on all matters related to Reserve Component support to USTRANSCOM and component commands.

# GLOSSARY

**AMC - Air Mobility Command**

**CJCS- Chairman Joint Chief of Staff**

**DoD - Department of Defense**

**DODX - Department of Defense owned railcar**

**DSC - Deployment Support Command**

**DTS - Defense Transportation System**

**JDDE - Joint Deployment and Distribution Enterprise**

**JECC- Joint Enabling Capabilities Command**

**JTF-PO - Joint Task Force - Port Opening**

**JTRU- Joint Transportation Reserve Unit**

**LMSR - Large Medium Roll-on/Roll-off**

**MOT - Military Ocean Terminal**

**MSC - Military Sealift Command**

**RPOE - Rapid Port Opening Element**

**SDDC - Surface Deployment and Distribution Command**

**UCP - Unified Campaign Plan**

**USTRANSCOM - U.S Transportation Command**

**VISA - Voluntary Intermodal Sealift Agreement**



**Together, we deliver!**

