

STRATEGIC PRINCIPLES



OUR CHANGING STRATEGIC ENVIRONMENT



The number one mission for the Department of Defense (DoD) is to maintain a combat credible force that can deter adversaries, protect our national security interests, and respond to win when necessary. The strength of our joint force ensures our national leaders and diplomats always negotiate from a position of strength.

With 85 percent of the joint force based in the continental United States (CONUS) our nation's ability to respond with overwhelming military force at a time and place of our choosing serves as a deterrent to conflict and assures our allies that we will always defend our mutual values of freedom and liberty.

The National Defense Strategy and the National Military Strategy recognize a return of great power competition and describe the requirement to be ready to fight a near peer adversary and win. In the past, we were able to deploy our forces when we wanted, assemble

them where we wanted, and employ them how we wanted. In the future, we must be able to project and sustain the joint force under persistent, all-domain attack.

Contested environments across the land, air, maritime, cyber, and space domains, with timing, tempo and transregional challenges means that the main drivers of logistics—time, distance, consumption, failure, damage, destruction, and reconstitution—are all increasing. This complex security environment will test our future readiness to provide an immediate force tonight and a follow-on, decisive force for high-end conflict when needed.

To project combat power, USTRANSCOM relies on our nation's strategic strengths: our global command and control, our ability to project military power globally, and our deep bench of allies and like-minded partners that have stood with us for over 75 years in defense of freedom.

Our competitors clearly recognize the United States' ability to rapidly scale and deliver the Joint Force globally as a strategic comparative advantage. We should expect that capable adversaries will attempt to transform our strengths into our weaknesses by degrading or denying our ability to project power.

Today, without ever firing a shot, adversaries are active in the cyber domain, infiltrating contract value chains, investing in critical global choke points, attempting to erode geopolitical access, and developing increasingly potent anti-access/area-denial weapons.

These are clear indicators of their intent, and reflect the changing character of war. Strategic mobility will remain critical to deliver dynamic and credible response options to guarantee our national security interests. USTRANSCOM must be ready.



OUR PURPOSE

USTRANSCOM exists as a warfighting combatant command to project and sustain combat power at a time and place of the Nation's choosing.

Powered by dedicated men and women, we underwrite the lethality of the Joint Force, we advance American interests around the globe, and we provide our Nation's leaders with strategic flexibility to select from multiple options while creating multiple dilemmas for our adversaries.



We do this by balancing strategic mobility requirements for the Secretary of Defense and executing the Unified Command Plan roles and responsibilities assigned to USTRANSCOM by the President.

In this way, we ensure the Joint Force maintains continual comparative advantage for our nation in competition and conflict today, tomorrow, and into the future.

OUR MISSION

USTRANSCOM's mission is to conduct globally integrated mobility operations, lead the broader Joint Deployment and Distribution Enterprise (JDDE), and provide enabling capabilities in order to project and sustain the Joint Force in support of national objectives.

We execute our mission through three component commands and one major subordinate command: the Army's Military Surface Deployment and Distribution Command, the Navy's Military Sealift Command, the Air Force's Air Mobility Command, and the Joint Enabling Capabilities Command. Additionally, we have strong partnerships with commercial industry who are committed to contributing to the Defense Transportation System in peace and war.





OUR WARFIGHTING FRAMEWORK

The key to conducting globally-integrated mobility operations is the dynamic synchronization of our global mobility posture, global mobility capacity, and global command, control, and integration. These critical elements create USTRANSCOM's warfighting framework through which we will carry out our mission:

Global Mobility Posture

Global Mobility Posture is the foundation of power projection, starting in CONUS with DoD installations, seaports, the highways and railways that connect them, and the programs and interagency relationships that support our nation's ability to mobilize and deploy. Global posture includes overseas deployment nodes and routes that provide multiple paths to span the globe and project combat power for supported combatant commanders. Our allies and partners are critical in providing access to key regions, supporting a substantial basing and logistics system that expands our nation's global reach. Flexible, redundant, and resilient global posture depends on global operational access, basing, and overflight, facilitated by our nation's treaties, agreements, and host nation relationships.

Global Mobility Capacity

Global Mobility Capacity includes the transportation conveyances and platforms to move troops, equipment, and critical sustainment within established global transportation networks. Global mobility capacity consists of rail, motor transport, sealift, aerial refueling, inter- and intra-theater airlift forces, and the ability to fully mobilize this capacity across the Total Force. When necessary, transportation and mobility capacity can be augmented through contracted commercial services and emergency preparedness programs like the Civil Reserve Air Fleet (CRAF) and Voluntary Intermodal Sealift Agreement (VISA). USTRANSCOM relies on the ability to quickly access capacity to deliver an immediate force tonight and a decisive force when needed.

Global Command, Control & Integration

Global Command, Control and Integration is the exercise of authority and direction to plan, coordinate, synchronize, and control operations and activities at echelon. This is the expression of Commander's intent, focusing the subordinate and supporting commands towards achieving desired outcomes with disciplined initiative. Global Command and Control requires a resilient communications infrastructure, effective coordination mechanisms, and a battle rhythm to create shared understanding in order to allocate scarce mobility resources consistent with highest priorities of the Secretary of Defense and Chairman, Joint Chiefs of Staff. When achieved, globally integrated command and control empowers agile and adaptive leaders to collaborate, delegate, and make decisions at echelon to create desired mobility outcomes.

OUR PRIORITIES



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 JDDE 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 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.

OUR PRIORITIES

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.

Take 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.

OUR GUIDING PRINCIPLES

Our Business is Warfighting. USTRANSCOM exists to support the joint warfighter across the full spectrum of joint operations. We must never forget the primacy of warfighting effectiveness, while remaining responsible stewards of our Nation's resources.

We are Biased to Action. The global operating environment is changing. The stakes are high, and USTRANSCOM is essential for the DoD's strategy to succeed in this new environment. We rise to the challenge by having the capacity and capability to project the combat power necessary to compete, deter, fight, and win against any adversary. We are results oriented, working diligently to sharpen our ability to deploy the Joint Force, increasing our capacity to sustain those forces, and hardening our capabilities in every domain.

We are Future Focused. The enormous success of the Joint Force over the past several decades does not guarantee success in the future. We continuously evaluate today's global operating environment with a critical eye toward the future security environment in order to retain our comparative advantage. Our strengths include our operational agility, our ability to adapt and innovate, and our ability to allocate scarce resources to create strategic effects. We encourage a culture of innovation throughout our workforce and our vital partnership with industry to ensure the JDDE remains both effective and efficient.

We Collaborate to Win. Our primary focus is on ensuring the success of others, which makes us unique as a Combatant Command. As strategic mobility experts, we factor the time and space realities of logistics to create favorable outcomes for the Joint Force. We communicate clearly, and with unity of purpose. Our ability to globally integrate mobility operations with warfighting functions and the geographic combatant commands is the key to our success. We deliver anywhere, 'flattening the globe' to remain predictable in our connection to our allies and partners while we allow the Joint Force to be unpredictable in where and when it operates.

Together, We Deliver. Our mission is the cornerstone of the Joint Force's ability to meet national policy objectives. The men and women of USTRANSCOM create unparalleled expeditionary capability to deliver and sustain combat power around the world, 24/7, 365.

TOGETHER, WE DELIVER



General Stephen R. Lyons
Commander, USTRANSCOM

In summary, USTRANSCOM provides the DoD with the ability to project and sustain the Joint Force, deploying combat power to the right place, at the right time, and in the necessary scale to be immediate, lethal and decisive. Operating around the globe and around the clock, our ability to project military forces is a distinct advantage unmatched by any nation which assures allies and adversaries alike that we are prepared to respond and win.

Today, and looking to the future, our success depends on our ability in concert with likeminded nations, to continue to evolve to meet a rapidly changing security environment. In the future, the joint force must be capable of successfully conducting strategic logistics under persistent all-domain attack which will require the integration of JDDE operations with the full range of joint warfighting functions. Our purpose is enduring, but our success is not guaranteed. The collective strength of USTRANSCOM depends on our people -- warrior focused, agile, innovative, and able to adapt at the speed of relevance. I am confident in their ability and proud to stand with them in our collective commitment to our nation's defense and dedication to America!

Together, we will deliver.

A handwritten signature in black ink, appearing to read "Stephen R. Lyons".

