UNITED STATES TRANSPORTATION COMMAND

2011 STRATEGIC PLAN

WE WILL ALWAYS… ALWAYS DELIVER!

SUPPORTING FULL-SPECTRUM GLOBAL PLANNING AND OPERATIONS WHILE FORGING A SYNCHRONIZED GLOBAL DOD SUPPLY CHAIN

Message from the Commander

Your extraordinary achievements, while overcoming a year of operational and geo-political challenges, delivered an unmatched asymmetric logistics advantage to the warfighters and, once again, demonstrated the unparalleled capabilities and performance of our global enterprise. However, we are on an accelerating trajectory as we redeploy from Iraq and expand operations in Afghanistan and elsewhere around the world. We will need to bring all parts of the distribution network together to deliver better, faster, multimodal solutions to the warfighters. To refocus our efforts, incentivize a climate of innovation, and provide a clear sense of purpose and urgency during the next 12 to 18 months, we have updated this strategic plan.

This is our story—the USTRANSCOM team. We have entered a new decade marked by uncertainty and increased demand to support wide-ranging, complex, and growing needs for robust and effective deployment and distribution operations. The command is absolutely on the right course for the future, and this update to our strategic plan will add further emphasis to my top priorities: warfighter support, process improvement, and enterprise synchronization. Together we will build upon past successes and continue to deliver logistics superiority.

DUNCAN J. McNABB
General, USAF
Commander

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Executive Summary

Commander's Intent

Our challenge in the coming year and beyond is to continue providing superior support to current operations while establishing a climate of innovation that will improve deployment and distribution processes for future joint endeavors.

Key Aspects of the Operational Environment

- Wider range of adversaries
- More complex and distributed battle space
- Challenges to freedom of access to the global commons
- Requirement to be more expeditionary
- Cyber threats and technology diffusion

Role of the USTRANSCOM Strategy

This USTRANSCOM Strategic Plan provides focus and unity of effort for USTRANSCOM and its component commands.

Missions

- Mobility Joint Force Provider
- DOD Single Manager for Transportation
- DOD Single Manager for Patient Movement
- DOD Distribution Process Owner

Vision

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

Command Priorities

- Warfighter support
- Process improvement
- Enterprise synchronization

Principles Guiding Capability Development and Integration

- Effectiveness
- Efficiency
- Unity of effort
- Enterprise management

Introduction

This strategic plan was developed in the context of a global military and political environment in which USTRANSCOM must operate. It supports a hierarchy of national strategies from the Commander in Chief, Secretary of Defense, and Chairman of the Joint Chiefs of Staff. It focuses efforts of the USTRANSCOM staff and component commands on developing and integrating a set of interrelated deployment and distribution capabilities that directly support the full range of military and national-level humanitarian operations. It also describes our plan to combine improved business processes, advanced technology, and enhanced data integration to deliver on-time performance, optimal asset utilization, and time-definite, cost-effective distribution solutions. Further, it provides our vision for ensuring logistics dominance into the future.

> *"You're creating more than logistical opportunities. You've created relationship opportunities in regards to the Northern Distribution Network," (referring to military supply lines through Central Asia to Afghanistan)*
>
> *Admiral Mike Mullen*
> *Chairman, Joint Chiefs of Staff*
> *to General Duncan J. McNabb,*
> *Commander, USTRANSCOM*

Strategic Guidance Hierarchy

National Security Strategy (NSS)

The President's NSS affirms the Nation's commitment to strengthen alliances to defeat global terrorism and work to prevent attacks against us and our allies. It also highlights the need to retain and improve capabilities to prevent attacks against the United States, work cooperatively with other nations, and transform America's national security institutions to accomplish their missions with increased efficiency. The need to work cooperatively with other nations is of particular relevance to USTRANSCOM, given our reliance on international infrastructure and the need for unhindered passage and access through the global commons.

National Defense Strategy (NDS)

The NDS establishes overarching defense objectives that guide DOD's security activities and provide direction for the National Military Strategy. It requires a capabilities-based approach that balances near-term capabilities with long-term requirements, and incorporates a global perspective on military and strategic risk. Integrating these concepts ensures military forces possess the capability to rapidly conduct globally dispersed, simultaneous operations. Capability areas identified in the NDS that are particularly relevant to USTRANSCOM, and our partners, include strengthening intelligence; protecting en route infrastructure; operating from the commons, such as space, international waters, airspace, and cyberspace; projecting

and sustaining US forces in distant, anti-access environments; and increasing capabilities of our Joint Deployment and Distribution Enterprise (JDDE) partners, both international and domestic.

National Military Strategy (NMS)

The NMS derives objectives, missions, and capability requirements from an analysis of the NSS, NDS, and global security environment. It provides focus for military activities by defining a set of interrelated military objectives and joint operating concepts from which the Service Chiefs and combatant commanders identify desired capabilities.

NMS attributes relevant to USTRANSCOM and its components include the following:

- Fully integrated
- Expeditionary
- Networked
- Decentralized
- Adaptable

Relevant NMS capabilities and functions require that USTRANSCOM and its components must:

- Deploy and sustain military capabilities
- Enable rapid and flexible deployment and distribution support to warfighters
- Achieve decision superiority

> *"No other nation has our strategic ability to move forces and sustainment… logistics superiority is one of our greatest asymmetric advantages."*
>
> *General Duncan J. McNabb*
> *Commander, USTRANSCOM*

Unified Command Plan (UCP)

Understanding the role of the UCP begins with a discussion of the National Security Act of 1947 that created the Department of Defense, established the combatant commands, and placed into law the requirement for unified action by the Services. The Goldwater-Nichols DOD Reorganization Act of 1986 was a sweeping reorganization of the combatant commands that produced the operational chain of command and the combatant command structure we largely know today. Title 10 of the United States Code (U.S.C.), codifies those changes, providing the legal basis for the roles, missions, and organization of combatant commands. The UCP, signed by the President pursuant to his authority as Commander in Chief, establishes the missions, responsibilities and, where appropriate, the geographic areas of responsibility (AORs) for commanders of combatant commands. USTRANSCOM is a functional combatant command with global responsibilities. Our assigned responsibilities are highlighted in the following sections.

General UCP-Assigned Responsibilities

- Carrying out assigned missions and tasks, and planning for and executing military operations, as directed
- Assigning tasks to, and directing coordination among, subordinate commands to ensure unified action
- Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets, in compliance with applicable geographic combatant commander (GCC) policy
- Certifying the readiness of assigned headquarters staffs designated to perform as a Joint Task Force or functional component headquarters staff
- Providing, as directed, trained and ready joint forces to other combatant commands
- Planning, conducting, and assessing security cooperation activities in support of GCCs' security cooperation strategies
- Supporting the GCCs in the planning and execution of military support to stability, security, transition and reconstruction operations, humanitarian assistance, and disaster relief, as directed

Specific UCP-Assigned Responsibilities

- Mobility Joint Force Provider. CDRUSTRANSCOM is the Mobility Joint Force Provider, responsible for identifying and recommending global joint sourcing solutions to the Chairman of the Joint Chiefs, in coordination with the Services and other combatant commanders, from all mobility forces and capabilities, and supervising the implementation of sourcing decisions.
- DOD Single Manager for Transportation. CDRUSTRANSCOM is the DOD single manager for transportation (other than Service-unique or theater-assigned assets) responsible for providing common-user and commercial air, land, and sea transportation, terminal management, and aerial refueling to support the global deployment, employment, sustainment, and redeployment of US forces.
- DOD Single Manager for Patient Movement. CDRUSTRANSCOM is the DOD single manager for patient movement, providing DOD global patient movement, through the Defense Transportation System (DTS), in coordination with the GCCs.
- DOD Distribution Process Owner (DPO). CDRUSTRANSCOM is the distribution process owner, responsible for coordinating and overseeing the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide, end-to-end distribution, and developing and implementing distribution process improvements that enhance the Defense Logistics and Global Supply Chain Management System.

There are two important differences in the UCP that set USTRANSCOM apart from other combatant commands. First, when CDRUSTRANSCOM's forces are deployed in a GCC's

area of operational responsibility, they remain assigned to and under the control of CDRUSTRANSCOM, unless otherwise directed. This policy enables more rapid and agile response to our Nation's global distribution requirements. Second, as the DPO, USTRANSCOM uses its global view of the movement of forces and materiel to identify opportunities for improving the effectiveness and efficiency of vital support to warfighters. Through DPO governance bodies—the Distribution Steering Group, Distribution Transformation Task Force, and Distribution Executive Board—USTRANSCOM collaborates with combatant commanders, the Services, Defense Agencies, Office of the Secretary of Defense, Joint Staff, and industry to develop and implement distribution process improvements. These partners are experts in various distribution-related segments of the DOD supply chain. Leveraging their expertise and aligning their capabilities are critically important to meaningful deployment and distribution improvements.

Joint Logistics (Distribution) Joint Integrating Concept

This joint integrating concept calls for an end-to-end JDDE capable of providing joint force commanders (JFC) with the ability to rapidly and effectively move and sustain joint forces in support of major combat and other joint operations. This enterprise, an integrated system consisting of assets, materiel, personnel, leaders, organizations, procedures, tools, training, facilities, and doctrine, will provide logistics solutions to the JFC to minimize seams in the pipeline that characterize current strategic and theater distribution segments. The JDDE will complement, interact with, and augment Service or JFC-unique distribution responsibilities and capabilities. It also serves as a highly capable implementing partner for expanded whole-of-government logistics solutions.

Future Environment

We must be prepared to accomplish our assigned responsibilities in an uncertain future that is likely to include infrastructure challenges, persistent cyber conflicts, problematic access to air and sea ports, and difficult energy issues in a complex foreign policy environment. While the ability to prevail against two capable nation-state aggressors remains a cornerstone of US defense policy, in the mid- to long-term, US military forces must plan and prepare to prevail in a broad range of operations that may occur in multiple theaters in overlapping time

> *"The way I describe it, what you do is like oxygen. We all need it, and we don't think about it until we don't have it. You provide the oxygen and the lifeblood of operations around the world."*
>
> *Admiral Mike Mullen,*
> *Chairman, Joint Chiefs of Staff*
> *to General Duncan J. McNabb,*
> *Commander, USTRANSCOM*

frames. At a strategic level, the Nation has four priority defense objectives: prevail in today's wars, prevent and deter conflict, prepare to defeat adversaries and succeed in a wide range of contingencies, and preserve and enhance the all-volunteer force.

The most recent National Defense Strategy, 2010 Quadrennial Defense Review, 2010 Joint Operating Environment, and 2009 Capstone Concept for Joint Operations highlight recurring themes that are relevant to USTRANSCOM: the reality of US involvement in globally dispersed operations; lengthy commitments to sustain major campaigns in distant locations; the need for agile and rapidly deployable capabilities; and the expectation that we must plan and operate from the premise that forces will not likely fight in place.

Achieving objectives in this kind of operational environment requires robust sealift, airlift, aerial refueling, and pre-positioned assets. Strategic mobility that supports these operations also requires supporting capabilities to store, move, and distribute materiel and an information infrastructure that provides real-time visibility throughout the entire logistics chain.

These perspectives require an increasingly agile force able to rapidly achieve objectives in simultaneous, overlapping military operations. Joint forces operating in this environment must be capable of surging from widely dispersed locations and integrating their activities with multinational partners. USTRANSCOM, its transportation component commands, and JDDE partners are key enablers of the agility and flexibility that the Nation needs to achieve its strategic objectives.

Infrastructure Challenges

The supporting infrastructure environment has changed with respect to our global defense posture. The Cold War required large forward deployments and fixed military infrastructure. Now, our posture is characterized by numerous smaller, forward deployed forces operating around the globe. In many of the geographic areas likely to experience future US involvement, the critical infrastructure will be austere—lacking air and sea ports, and having few roads. At the same time, these areas will have limited or compromised water, electrical, and sewer services—directly affecting the American and coalition means to respond with humanitarian aid or sustain deployed military forces. Joint forces will require a mix of air and sea strategic and operational lift capable of delivering forces and materiel to destinations, often in the absence of adequate airfields and port facilities. They will require the ability to construct the expeditionary infrastructure needed to support operations in austere locations. These implications for infrastructure will include a heightened requirement to integrate the needs of functional combatant commands (such as USTRANSCOM) with those of geographic combatant commands. The challenge will be to leverage existing infrastructure and partner internationally to achieve the greatest possible power projection capability.

Cyber Challenges

One of the most important trends in the area of science and technology is the continuing revolution in information and communication. While new communication and information technologies continue to advance the capabilities of the joint force, those same technologies are available to America's opponents and they will use them to attack, degrade, and disrupt our communications and information flow. Indeed, our adversaries have often exploited computer networks and the wealth of information technology, not only to directly influence the perceptions, actions, and will of the United States, our decision-makers, and population, but also to plan and execute savage acts of terrorism. It is essential that the JDDE be capable of anticipating, operating, and responding in an information-hostile environment.

Access Challenges

Our opponents will try to disrupt and deny free access to the global commons—impeding transit through air and sea lanes, and our ability to conduct business around the world. This freedom of access is crucial to the world's economy. An alliance of small, cash-rich countries or groups arming themselves with high-performance, long-range precision weapons could deny US forces access into their own country as well as prevent our access to other countries and the global commons. As we continue to reduce our overseas military presence through global defense posture realignment, we will need to develop and leverage a more agile, continental US-based expeditionary total force. In the future, the capabilities of the JDDE will be called upon to move and sustain more forces over greater distances into more austere locations to protect our national interests.

Energy Challenges

Global energy production will need to increase continuously to meet even conservative projections of future consumption. The US Joint Forces Command's "Joint Operating Environment 2010," postulates that, assuming more effective conservation measures, the world will need to add roughly the equivalent of Saudi Arabia's current energy production every 7 years. The discovery rate for new petroleum and gas fields over the past two decades provides little reason for optimism that future efforts will find major new fields. Reliable sources of oil and coal will continue to drive "the energy train" unless there is a significant change in our use of alternative sources of energy. Such a change would require vast insertions of capital, dramatic changes in technology, and altered political attitudes toward nuclear energy. Wherever possible, the JDDE must recognize and rapidly apply technological advances that reduce fuel consumption and enhance joint operations.

Missions

USTRANSCOM is a Unified Combatant Command with missions assigned by the President in the Unified Command Plan. USTRANSCOM's responsibilities, functions, relationships, and authorities are delineated further in DOD Directive 5158.04, "United States Transportation Command," including its role as the Distribution Process Owner. As DPO, USTRANSCOM implements policy for overseeing, coordinating, and synchronizing DOD-wide distribution processes, including force projection, sustainment, redeployment, and retrograde operations as specified in DOD Instruction 5158.06, "Distribution Process Owner (DPO)." CDRUSTRANSCOM reports to the President of the United States through the Secretary of Defense.

Component Commands

USTRANSCOM executes its distribution missions through three Service component commands: Military Surface Deployment and Distribution Command (SDDC), Military Sealift Command (MSC), and Air Mobility Command (AMC).

Military Surface Deployment and Distribution Command

SDDC, a major subordinate command of the Army Materiel Command, is also USTRANSCOM's Army Service Component Command. SDDC provides common-user ocean terminal, commercial ocean liner service, and traffic management services to deploy, employ, sustain, and redeploy US forces on a global basis. It also provides global deployability engineering and analysis to support national security requirements and influence national transportation policies, serves as the single-port manager for geographic combatant commanders, and develops integrated traffic management systems. SDDC also orders against Voluntary Intermodal Sealift Agreement (VISA) contingency contracts for ocean liner service, and manages DOD personal property and privately-owned vehicle (POV) shipments.

Figure 1: Members of Military Surface Deployment Distribution Command's 831st Transportation Battalion and Joint Program Office MRAP offload the first shipment of M-ATVs to arrive in theater via surface on March 28-29 in Bahrain. (Photo by Bala Padmanabhan.)

SDDC deploys and sustains more than 90 percent of DOD's equipment and supplies. It also serves as DOD's proponent for container management; USTRANSCOM's Army force provider for Joint Task Force-Port Opening (JTF-PO); and DOD's proponent for the Defense Personal Property Program which ships household goods and POVs. SDDC is the link between DOD shippers and commercial carriers, and its global surface transportation experts remain committed, dependable, and relentless in their support to the warfighter.

Military Sealift Command

MSC, the Navy Component to USTRANSCOM, provides an average of 30 ships and crews daily in support of force sustainment operations, delivering combat equipment, vehicles, fuel, supplies, and ammunition to US forces around the globe, in both peacetime and war, for as long as operations require. MSC ships also respond to humanitarian assistance and disaster response missions, as directed.

During combat operations, more than 90 percent of all equipment and supplies needed to sustain US military forces is carried by sea. Since the start of operations in Iraq and Afghanistan, MSC ships have delivered nearly 110 million square feet of combat cargo, enough to fill a supply train stretching from New York City to Los Angeles. MSC ships have also delivered more than 15 billion gallons of fuel–enough to fill a lake 1 mile in diameter and 95 feet deep.

Figure 2: MSC dry cargo ship MV American Tern participates in Operation Deep Freeze, the annual mission to replenish the National Science Foundation's McMurdo Station in Antarctica. (Photo courtesy of the National Science Foundation.)

Unlike other US Navy ships, MSC ships are crewed by civilian mariners. For USTRANSCOM-directed missions, MSC provides common-user strategic sealift of military cargo in three areas: tanker operations, dry cargo, and strategic surge.

Air Mobility Command

AMC is the Air Force major command primarily responsible for providing airlift, aerial refueling, air mobility support, and aeromedical evacuation capability. As the air component to USTRANSCOM, AMC prepares its forces to meet assigned inter-theater and intra-theater air mobility tasks.

Figure 3: Cargo being removed from a C-17 Globemaster III Jan 31, 2010, at Port-Au-Prince, Haiti. The C-17 delivered Soldiers, a truck with water tank, and pallets of gear to be used in the Haiti relief effort. (US Air Force photo/Senior Airman Laura Turner)

AMC plans, coordinates, and manages the Civil Reserve Air Fleet (CRAF) program which provides a pool of civil commercial airlift capability that is made available to the DOD in times of crisis. When elements of the CRAF are activated, the 18th Air Force Commander is vested with mission control of these assets, which is exercised through the 618th Tanker Airlift Control Center. The individual commercial carriers retain control of crews, aircraft, and support.

AMC works closely with theater air component commands of each combatant command to establish appropriate standards that will enable a smooth transition to contingency operations. As the designated lead agent for the Air Force air mobility mission area, AMC is responsible for developing weapon system standards and integrated command and control processes for the entire air mobility force. Global standardization of air mobility processes ensures forces—from any source—are effectively and efficiently combined. AMC's global presence of fixed operating sites, deployable support, liaison teams, and worldwide forces operating continuously are the mainstay of Air Force global mobility.

Vision

The future we will create is one in which USTRANSCOM and its components synchronize and deliver unrivaled, full-spectrum, deployment and distribution solutions.

Values

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

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

Stakeholders

Enterprise stakeholders are both our customers and strategic partners. Both define success for us and add value along the length and breadth of the distribution network as we work to deliver time-definite and cost-effective distribution solutions.

Customers (Entities who need something deployed or distributed)

Geographic Combatant Commands
Joint Force Commanders
Capability Providers (USJFCOM, USSOCOM, USSTRATCOM, Services)
US State Department
Defense Agencies
Army and Air Force Exchange Service
Navy Exchange Command
Other suppliers
Interagency partners
Non-DOD US government
Non-governmental organizations
Private volunteer organizations
Multi-national organizations
Individual warfighters, their families, and the American people

Strategic Partners (Entities with resources that help deploy or distribute)

Office of the Secretary of Defense
Office of the Secretary of State
Joint Chiefs of Staff
Military Services
Geographic Combatant Commanders
Joint Force Commanders
SDDC
MSC
AMC
Army and Air Force Exchange Service
Navy Exchange Command
Defense Agencies
Defense Finance and Accounting Service
Interagency partners
General Services Administration
Industry
Suppliers
Non-DOD US government
Non-governmental organizations
Private volunteer organizations
Multi-national organizations

Command Priorities and Strategies

To focus our efforts and establish a cohesive framework for engaging customers and stakeholders, USTRANSCOM has identified three strategic priorities: warfighter support, process improvement, and enterprise synchronization.

Warfighter Support

We will provide effective deployment, sustainment, and redeployment capabilities to support joint force commander requirements in widely dispersed and austere locations. To ensure this support, we will work with geographic combatant commanders to preserve en route infrastructure while expanding our dialog with the Department of State to enhance future access to international ports and the global commons. We will seek to improve the survivability of mobility aircraft in anti-access environments and continue developing JDDE capabilities that support coordinated sustainment operations using ground, air, airdrop, and sea platforms as well as a non-fixed-base infrastructure. We will improve human intelligence support for the global mission of the DTS, and we will coordinate with the military services and defense agencies to integrate and synchronize operational contracting support in sustainment operations, substituting, where possible and appropriate, local purchases for transportation-intensive distribution lanes. We will also adapt Joint Task Force–Port Opening capabilities to successfully support joint force commanders' contingency and emerging distribution requirements. Finally, we will enable more responsive support by seeking legislation, authorization, and funding for advance mobilization of reserve forces to facilitate targeted deployment and distribution capabilities in support of patient movement, port opening, and contingency deployments.

Process Improvement

We will ensure effective, efficient, and synchronized DOD distribution business processes by integrating innovative ideas and capabilities with component commands and stakeholders. We will optimally plan and allocate lift with cost-specific movement options, using control and performance metrics to measure improvements in JDDE performance through our Fusion Center and the business processes underpinning Agile Transportation for the 21st Century. Using integrated cost and operations data, we will monitor and optimize efficiency and effectiveness of the DTS and JDDE. We will develop innovative contracting, program management, and acquisition strategies that support an agile and responsive DTS with transparent analyses and measures of effectiveness. We will execute distribution-related agreements with governmental and non-governmental agencies to improve cooperation and increase the usefulness of the DTS. We will also develop litigation and contract management capabilities to support current and emerging commercial, interagency, and international relationships. We will embed joint intelligence capabilities in the Fusion Center's processes to provide tailored, analyses-enabling solutions for the full spectrum of threats that could disrupt the JDDE, including threats to cyberspace operations. We will preserve our current effectiveness while reducing DTS energy consumption and introducing more ecologically aware deployment and distribution processes that improve performance and reduce costs. Finally, we will solicit and evaluate customer feedback and share evaluation results, with transparency across the JDDE.

Enterprise Synchronization

We will continue to improve DTS rules, tools, processes, and procedures to optimize the deployment and distribution of the people and material of the military services, non-DOD governmental agencies, and non-governmental agencies. We will align the deployment and distribution–related measures of success for JDDE partners to increase enterprise effectiveness—remaining ever mindful of costs. We will employ a corporate services vision, a capabilities-based portfolio, and JDDE governance processes to further synchronize the capabilities of JDDE partners. We will pursue cost reductions and a simplification of supply chains when such pursuits are consistent with the effective, timely support of warfighters. We will build and maintain valuable partnerships through distribution activities—recognizing that distribution solutions are often opportunities to reinforce international relationships that facilitate future end-to-end distribution capabilities. We will achieve "Global Synchronizer for Distribution" status—a Unified Command Plan mission for USTRANSCOM—and we will develop a truly global campaign for distribution. Finally, we will regularly measure and communicate our strategic successes and improvement opportunities to our partners and stakeholders.

Conclusion

This strategic plan focuses USTRANSCOM and its components on supporting the warfighter and enhancing joint deployment and distribution capabilities for full-spectrum logistics dominance. Achieving rapid and flexible deployment and distribution responsiveness across the battle space allows the Joint Force to control any situation over a range of military operations. To succeed, we must develop and integrate our capabilities in new and innovative ways, reduce seams in our deployment and distribution processes, and develop more collaborative relationships with partners at home and abroad.

While engaged in multiple worldwide operations, USTRANSCOM must maintain force quality, enhance joint deployment and distribution capabilities, and improve processes. Executing this strategy will require a truly joint, dedicated staff—with a seamless mix of active and reserve forces, DOD civilians and contractors—fully committed to the mission and to innovation.

Appendix I – Priorities and Strategies

Priority: Warfighter Support
Objective: Provide effective deployment, sustainment, and redeployment capabilities.
Strategies:

a. Preserve en route infrastructure and national access to the global commons and build partnerships through distribution
b. Improve mobility aircraft survivability in an anti-access environment
c. Successfully initiate acquisition of the KC-X tanker capability
d. Adapt existing Joint Task Force-Port Opening capabilities to successfully support Joint Force Commander's requirements in austere environments
e. Obtain improved human intelligence support for the global mission of the Defense Transportation System
f. Further develop JDDE capabilities to support coordinated sustainment operations using ground, air, airdrop, and sea platforms and resupply from non-fixed base infrastructure
g. Advocate for improved communications capabilities for Senior Leadership Command, Control, and Communications System – Airborne aircraft
h. Advocate for additional development and integration of sea-basing capabilities
i. Integrate and synchronize operational contracting support in sustainment operations, substituting local purchase activities for transportation-intensive distribution lanes, where possible and appropriate
j. Develop integrated and synchronized distribution capabilities to support small, highly dispersed forces
k. Implement effective distribution-related direct mission support
l. Improve accuracy and reduce cost of aerial delivery systems
m. Seek legislation to provide funding and authorization for advance reserve mobilization that enables targeted deployment and distribution capabilities supporting patient movement, port opening, and contingency deployments
n. Solicit and evaluate customer feedback and collaborate results with transparency across the USTRANSCOM enterprise

Priority: Process Improvement

Objective: Ensure effective and efficient DOD distribution business process management.

Strategies:

a. Achieve Full Operational Capability (FOC) of our Fusion Center and incorporate its transformational capabilities in how we think and operate with component commands and stakeholders
b. Achieve Initial Operational Capability (IOC) for the Agile Transportation for the 21st Century (AT21) project to optimally plan and allocate lift with cost-specific movement options, using control and performance metrics for improved JDDE performance
c. Develop standard and repeatable business processes underpinning the vision of AT21
d. Develop rapid planning optimization and decision-support tools
e. Obtain integrated cost and operations data to enable monitoring and optimizing the efficiency and effectiveness of the DTS and JDDE
f. Operate effectively in cyberspace with improved cyber security and the capability to operate in a cyber-threat environment
g. Improve transportation and distribution connector systems and processes that synchronize strategic and theater delivery capabilities
h. Embed joint intelligence capabilities in USTRANSCOM Fusion Center processes to provide tailored analyses enabling solutions for the full spectrum of threats, including threats to cyberspace operations, which could disrupt the JDDE
i. Collaborate with GCCs to optimize the capability provided by Joint Deployment Distribution Operations Centers
j. Identify ecologically-aware deployment and distribution concepts that improve performance while reducing energy consumption and costs
k. Advocate for a successful follow-on effort to the Defense Transportation Coordination Initiative
m. Use an enterprise-wide approach to continue improving container management, tracking, and movement control
n. Develop innovative contracting, program management, and acquisition strategies supporting an agile and responsive DTS capability with transparency of analysis and measures of effectiveness
o. Develop a paperless deployment and distribution planning and execution environment with automated transportation optimization
p. Develop litigation and contract support capabilities to support current and emerging commercial, interagency, and international relationships
q. Enhance USTRANSCOM's Joint Interagency Coordination Group's ability to establish and maintain strategic partnerships that will support innovative whole-of-government logistics solutions

Priority: Enterprise Synchronization

Objective: Align JDDE partners' deployment and distribution-related measures of success to increase enterprise effectiveness, while being mindful of costs.

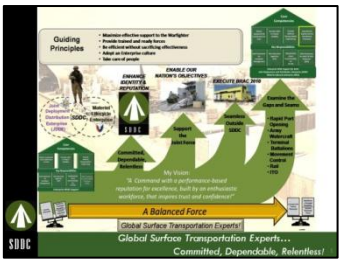
Strategies:

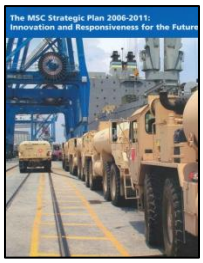
a. Achieve "Global Synchronizer for Distribution" status as a UCP mission for USTRANSCOM and implement processes to develop a global campaign plan for distribution
b. Further develop and employ distribution corporate services vision, capabilities-based portfolio management, and governance processes
c. Enable the Capstone Concept for Joint Operations and the Joint Logistics White Paper through synchronization of DPO-related deployment and distribution concepts and capabilities
d. Operationalize development, management, and integration of JDDE partners' capabilities in the Logistics Capability Portfolio
e. Develop DTS rules, tools, processes, and procedures for deployment and distribution of joint military Services, non-DOD governmental, and non-governmental agencies' people and materiel
f. Measure and communicate strategic successes to stakeholders
g. Develop a capability to train joint and coalition logisticians to operate and provide seamless support across the JDDE
h. Coordinate standardized and universally acceptable chemical, biological, radiological, nuclear, and explosive cleanliness standards for DTS equipment among national and international agencies

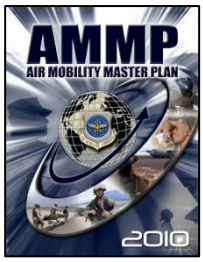
Appendix II - Key Documents

USTRANSCOM Component Commands' Strategic Plans

SDDC, MSC, and AMC publish command guidance in response to requirements from their respective parent Service and USTRANSCOM. USTRANSCOM, and its component commands, are closely aligned and committed to the view that every effort is focused on meeting the needs of the warfighter. Together we ensure the men and women serving the Nation have what they need, when and where they need it.







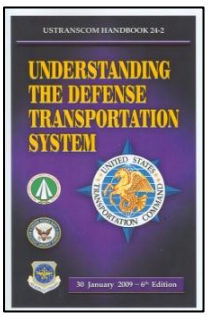
USTRANSCOM Annual Report

USTRANSCOM publishes an annual report that communicates operational and financial results to partners and stakeholders. The annual report summarizes progress of the Command in achieving its strategic priorities and objectives. It includes information on the status of major initiatives, the state of the JDDE, and financial data on DPO cost avoidances realized as a result of improved distribution processes. It further details the results achieved from the unified efforts of USTRANSCOM and its components.

Mobility Capability and Requirements Study 2016 (MCRS-16)

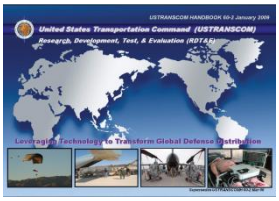
The Secretary of Defense, in his Guidance for the Development of the Force, tasked USTRANSCOM and the Office of the Secretary of Defense, Capability Assessment and Program Evaluation, in coordination with other DOD components, to conduct a study identifying mobility capabilities and requirements needed to deploy, employ, sustain, and redeploy joint forces in support of the National Military Strategy in the 2016 timeframe; determine capability gaps and overlaps associated with the programmed mobility force structure; and provide insights and recommendations to support the FY2010 Quadrennial Defense Review and decisions regarding future mobility programs. In the MCRS-16 study, USTRANSCOM examined how changes in the mobility system could impact the outcomes of major operations, and assessed the associated risks and benefits of those changes.

USTRANSCOM Handbook 24-2, "Understanding the Defense Transportation System"



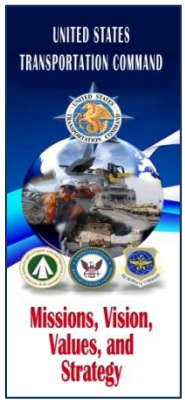
This handbook is the primer for worldwide customers of the DTS. The DTS encompasses a host of assets and capabilities that are used to move passengers and cargo around the world. The handbook outlines essential elements of USTRANSCOM's capabilities, resources, and operational processes to inform and improve service to customers.

USTRANSCOM Handbook 60-2, "Research, Development, Test, and Evaluation (RDT&E)"



This handbook provides an overview of the USTRANSCOM RDT&E program that seeks materiel solutions to deficiencies identified in a capabilities-based assessment process. It describes how technical solutions are developed from a comprehensive evaluation of DPO capabilities and dedicated to finding, developing, and integrating state-of-the-art technologies for USTRANSCOM's DPO mission in support of the warfighter.

USTRANSCOM Pamphlet 35-10, "Missions, Vision, Values, and Strategy"



This pamphlet presents a summary of USTRANSCOM's missions, vision, values, and strategy. It is available for distribution to newly assigned personnel; visitors to USTRANSCOM; and attendees at conferences, tradeshows, and other public gatherings. Contact USTRANSCOM Public Affairs for copies.

'We will always deliver' - Gen McNabb

USTRANSCOM's strategic plan is available on the USTRANSCOM web portal at:
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