

UNITED STATES TRANSPORTATION COMMAND



OUR STORY

2013 TO 2017

LOOKING DOWNRANGE

The extraordinary ability to rapidly project national power and influence—anywhere, at anytime—is unique to the United States. USTRANSCOM, working with partners, is responsible for providing the global mobility and strategic enablers supporting this vital national capability. It is a sacred trust compelling us to continually sharpen our focus to be more responsive to those we support.

Positioning our command to achieve these ends requires us to be particularly thoughtful and deliberate, which is why we have undertaken the most comprehensive and collaborative strategic planning effort in our command’s twenty-five year history. The result is this document—a vision for smart change. It provides the overarching strategic guidance for our diverse team to understand USTRANSCOM’s responsibilities, as well as the challenges and opportunities presented by the future operating environment. Follow-on implementation plans, our blueprint for change, will provide the actions, milestones and performance metrics that drive us toward our goals: preserving readiness capability, achieving information technology management excellence, aligning resources and processes for mission success, and developing customer-focused professionals.

Transformation of this magnitude will not be easy, especially given the rapidly changing operating environment and dynamic and challenging fiscal landscape, but we clearly recognize change is necessary. We will build on past successes and position ourselves to reliably deploy, sustain and redeploy our nation’s forces more effectively and efficiently—all while keeping a keen eye on improving collaboration and creating a climate of trust, innovation and empowerment throughout our workforce. As the USTRANSCOM commander, I will make implementation of this strategy my highest priority and require our senior leaders to update me as part of our management review process. The future requires it, our customers deserve it, and our country is depending on it. Though the challenges may be daunting, our record of success allows me to confidently say USTRANSCOM and its partners can be counted on to make good on our promise, “Together, we deliver.”



William M. Fraser III
General, USAF
Commander

U.S. Transportation Command Photo



Gen. William Fraser III and staff in USTRANSCOM's Transportation Plaza



USTRANSCOM CONTENTS

U.S. Air Force Photo



Like all USTRANSCOM's partners, U.S. Airmen work together to load a pallet aboard a U.S. Air Force C-17. The pallet contained supplies en route to Japan for earthquake and tsunami relief efforts.

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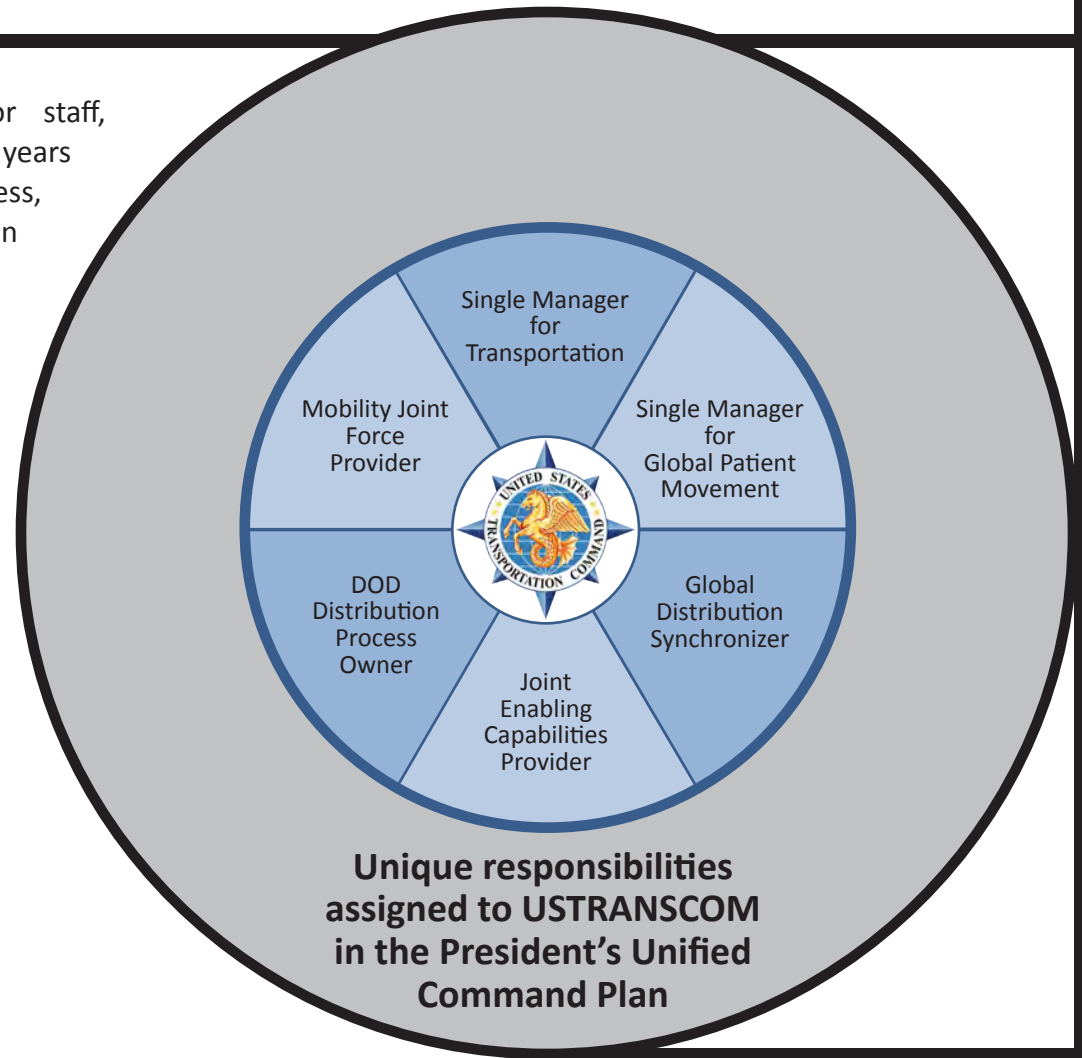


PLANNING FOR TOMORROW

This strategy outlines USTRANSCOM's priorities for staff, components and subordinate commands. It spans five years and is designed to address the necessary changes in process, structure and culture we must make to ensure we remain relevant to those who depend on us to deliver in the future. We developed this plan in recognition of a compelling need to improve our responsiveness to those we support. This plan aligns with higher-level guidance from the Defense Department's most senior leaders.

Vision: The transportation and enabling capability provider of choice.

Mission: USTRANSCOM provides full-spectrum global mobility solutions and related enabling capabilities for supported customers' requirements in peace and war.



DEFINING OUR PRIORITIES

Together, we will focus our efforts on developing processes, adapting structures and reinforcing a culture enabling us to:

Preserve readiness capability—by ensuring the nation has access to necessary commercial and organic (military) capability. USTRANSCOM will become a resilient command capable of rapidly delivering the right capabilities to the right place at the right time—every time!

Achieve IT management excellence—to guarantee systems enhance decision-making and can operate in a contested cyber domain. We will align IT decisions and resources to deliver efficient capability.

Align resources and processes for mission success—to make certain we continue to provide world-class transportation services and enabling capabilities. We will establish an internal corporate governance process to support disciplined resourcing decisions and financial transparency.

Develop customer-focused professionals—to improve our ability to satisfy customer requirements effectively and efficiently. We will develop an enhanced, integrated professional development program for mobility professionals.

Our Why, How, & What:

Why: We deliver the transportation and enabling capabilities that make America a global power.

How: We will...

- Preserve readiness capability
- Achieve IT management excellence
- Align resources and processes for mission success
- Develop customer-focused professionals

What: We will...

- Deliver relevant transportation, related services and enabling capabilities more efficiently
- Share information more effectively
- Enhance our ability to be more transparent in making resource-informed decisions



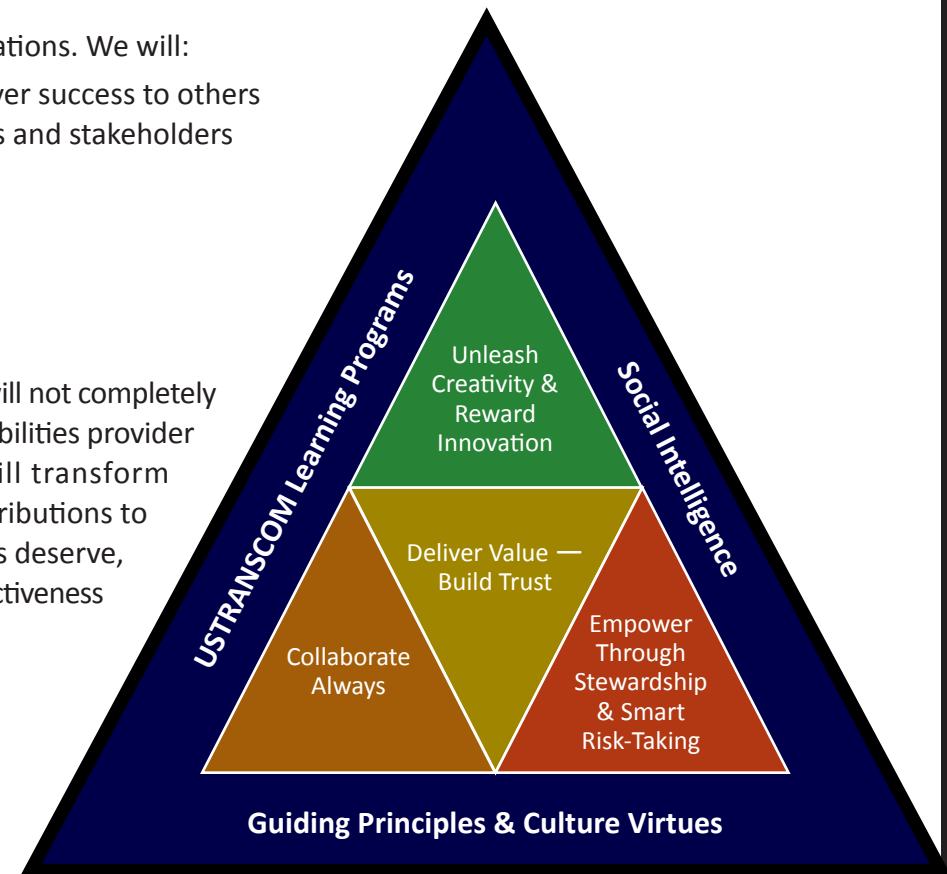
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GUIDING OUR WAY

The following principles guide USTRANSCOM in its day-to-day operations. We will:

- Measure success less by our words and more by the way we deliver success to others
- Enhance opportunities for collaboration with customers, partners and stakeholders
- Intentionally unleash the creativity of an empowered workforce
- Foster innovation and encourage smart risk-taking
- Reward excellence and tolerate honest mistakes
- Strive to build trust—one relationship at a time
- Promote enterprise stewardship

We recognize the best-intentioned changes in process and structure will not completely achieve our vision of becoming the transportation and enabling capabilities provider of choice, unless we also change our corporate culture. We will transform USTRANSCOM into a learning organization by valuing people's contributions to our mission, every day, in a multitude of ways. We desire, and others deserve, USTRANSCOM's best efforts to create lasting improvements to our effectiveness and efficiency.



U.S. Navy Photo

Military Sealift Command-chartered cargo ship MV Green Wave - seen here next to a modular causeway system used to off-load cargo - delivered more than 6.8 million pounds of supplies to McMurdo Station, Antarctica. The ship's delivery was part of Operation Deep Freeze, the annual resupply mission to McMurdo.



UNDERSTANDING CHALLENGES

The Department of Defense is being asked to provide national security, future force readiness and sustainability within an increasingly constrained defense budget. This challenge, when combined with our withdrawals from Iraq and Afghanistan, will significantly affect the Defense Transportation System (DTS). USTRANSCOM, along with our components, subordinate commands, and commercial partners, must adapt to a new operating environment with an enhanced sense of efficiency and a continued focus on readiness.

To fulfill the nation's diverse military requirements in this ever-changing environment, we must maintain an appropriate balance between organic and commercial capabilities. To project unimpeded global power and influence, we must have access to relevant, real-time information, continue to advocate for appropriate global infrastructure improvements and invest in deployable enabling capabilities that contribute so significantly to mission success. These important enabling capabilities include rapidly assessing, establishing, opening, operating and clearing ports of debarkation and setting the conditions for initial theater distribution. They also include the capability to provide deployable, mission-tailored packages to facilitate rapid establishment of joint force headquarters anywhere in the world.

Overcoming the Challenges

If USTRANSCOM is to be properly positioned to best serve those who count on us, we must keep overhead and operating costs down, maintain component readiness and resources at appropriate levels, and ensure industry partnerships remain viable. We must also address challenges to the global infrastructure, ensure access to the global commons and anticipate cyber-related threats.

Overhead and Operating Costs

We must be keenly attuned to expenses, paying attention to the significant costs of personnel, information technology and our direct operating expenses.



U.S. Army Photo

Army Lt. Col. Martin Garner, operations officer, supervises unloading 700 containers and moving them to storage.



U.S. Navy Photo

A U.S. Air Force C-17 transport aircraft lifts off from the runway at Aerodome de Jacmel in Port-au-Prince, Haiti, after delivering humanitarian supplies.

Although personnel-related expenditures comprise a significant portion of our overhead, it is the diverse skills, strengths and talents of people that are our most treasured assets. Therefore, we will continue to invest in our personnel to ensure they are fully prepared to manage the complex transportation operations of the future.

Active and Reserve Component Readiness—The uncertain pace of operations over the next decade will be an important factor in determining the best force mix (active and reserve) and the level of readiness for our reserve components (RC).

USTRANSCOM will make coordinated, scenario-based assessments and provide our service components with logical, data-driven recommendations about the future active-to-reserve ratio for lift assets and crews. We will also advocate legislation, authorizations and funding for advance mobilization of RC forces to facilitate targeted deployment and distribution capabilities that support more responsive patient movement, port opening and contingency deployments.

Viability of Commercial Partners—Our commercial air, land and sea transportation industry partners are important contributors to the DTS. Their continued service is a core element of our strategy. As current warfighting efforts wind down, we must be mindful of the effect the decrease in workload will have on our commercial teammates.

We will explore, in earnest, partnering opportunities with commercial transportation providers so they are ready to support future surges. We will also take proactive steps to ensure commercial programs remain relevant and effective, and retain the surge capacity necessary to meet our nation’s military transportation needs in both peace and war.



U.S. Air Force Photo

Air Force Senior Airman Daniel Mage, (left), and Airman 1st Class Adam Hill unload equipment from a C-17 upon arrival at Mihail Kogalniceanu Air Base, Romania.



Global Infrastructure—A robust global infrastructure is essential to our nation’s ability to project and sustain its power and influence. Such a network will be increasingly important in the future. We must commit our resources to develop port-opening capabilities that are synchronized with theater delivery to achieve the greatest possible forward projection capability.

As the global distribution synchronizer, USTRANSCOM will work with the military services and geographic combatant commanders to enhance U.S.-owned infrastructure or leverage existing international partner infrastructure.

In conjunction with geographic combatant commanders, the military departments and DOD agencies, we will produce DOD’s first *Global Campaign Plan for Distribution*. The plan will coordinate global distribution planning and activities; deliver distribution cyberspace capabilities; anticipate future requirements; optimize air, land and sealift capabilities; develop secure and flexible infrastructure; and right-size global materiel positioning.

Freedom of Access—Freedom of access to the global commons—the shared areas of sea, air, space and cyberspace—is crucial to the world’s economy and our nation’s ability to project and sustain global power and influence. In times of peace, USTRANSCOM’s forces regularly show our flag around the world, making it difficult for others to contest America’s rights to access and transit. In the future, we can expect America’s opponents and competitors to attempt to impede our passage through air, land and sea lanes. To moderate this threat, we will engage with geographic combatant commanders, the Department of State and others to ensure the United States establishes the appropriate relationships to ensure our access well into the future.



U.S. Air Force Photo

Air Force Tech. Sgt. Shannon Byers ensures connections on a weather observation system are secure at an air base in Southwest Asia.



U.S. Transportation Command Photo

Marine Lt. Col. James Prudhomme supporting operations in the U.S. Transportation Command’s Fusion Center.

Cyber Threats—Every day, USTRANSCOM operates in a cyber domain that is increasingly at risk. Cyber defense is a command imperative. We must be much more proactive in protecting our information technology infrastructure and the credibility of the information we exchange with our allies and national partners.

The cyber threat to deployment and distribution operations is exacerbated by the high percentage of these missions managed by commercial partners who may not always have access to DOD information technology safeguards. On behalf of the joint deployment and distribution enterprise, USTRANSCOM will advocate for commercial information systems that are capable of anticipating cyber threats and operating in a contested cyber domain.

Business Opportunities—As we move into a future characterized by increasing fiscal constraint, USTRANSCOM will explore innovative ways to resource our nation’s critical global mobility capabilities.

We will strive to better understand why some customers choose to move DOD cargo outside of the DTS and will more effectively articulate how non-DTS movements impact overall readiness and increase costs to the department.

We will explore avenues to adapt our processes and create incentives that will help us recover that business. We will also consider expanding, to the extent authorized under U.S. law, the scope of the DTS to provide cargo movement to non-DOD federal agencies and departments. Warfighters remain our most important customers, but offering transportation and distribution services to non-military agencies will help preserve our readiness, surge capability, and our objective of providing a coherent, cost-effective, whole-of-government approach to diverse mission requirements.



U.S. Army Photo

U.S. Air Force personnel load blankets, tarps and water containers bound for Tunisia onto a C-130 in Pisa, Italy.



U.S. Navy Photo

U.S. Service members disembark from Landing Craft Mechanized (LCM) 14 onto a causeway during Joint Logistics Over-The-Shore (JLOTS) operations.

Internal Factors

Costs—As fiscally responsible stewards, we must do our part to initiate efforts that will reduce costs to achieve the minimum overhead necessary to produce effectiveness and efficiency.

People—We recognize our people are doing the important work of the command. At the same time, we recognize personnel costs contribute to a significant portion of our overhead.

Information—Information is a critical resource in a dynamic operating environment. Information is the common component to achieve shared understanding, effective decision making and unity of effort.

Processes—We must increase the efficiency of the processes we use to provide transportation, transportation-related information, customer billing and performance reporting.

“Our aim should be a versatile, responsive and decisive Joint Force that is also affordable. It means building and presenting forces that can be molded to context — not just by adding and subtracting, but by leaders combining capabilities in innovative ways. It means a regionally-postured, but globally networked and flexible force that can be scaled and scoped to demand.”

*Army Gen. Martin Dempsey
Chairman, Joint Chiefs of Staff*

U.S. Navy Photo



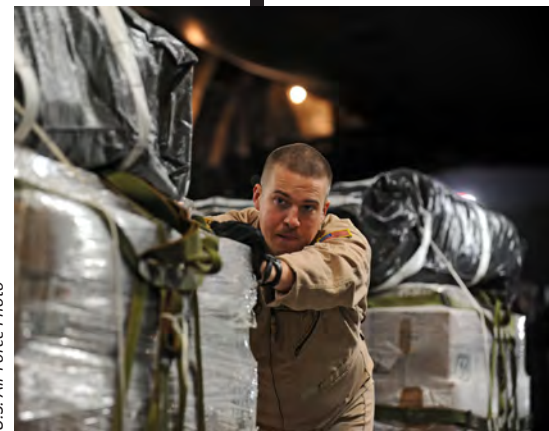
A Soldier directs a tactical vehicle off Landing Craft, Mechanized (LCM) 8594 during Joint Logistics Over-The-Shore operations.

U.S. Air Force Photo



Air Force Senior Airman Samantha Brunner helps load a patient onto a C-17.

U.S. Air Force Photo



Air Force Staff Sgt. Russell Johnson pushes a bundle of meals ready to eat on to a C-17.

DESCRIBING OUR FOCUS AREAS

ISSUE: Expected future decline in department-wide baseline funding and workload will negatively impact Transportation Working Capital Fund revenue, and USTRANSCOM's ability to deploy, sustain and redeploy forces using organic and commercial transportation resources.

FOCUS AREA

Preserve Readiness Capability

MAJOR OBJECTIVE 1

Cultivate, strengthen and improve partnerships with members of the mobility enterprise

MAJOR OBJECTIVE 2

Ensure viability of our organic and commercial mobility capability

MAJOR OBJECTIVE 3

Preserve access to necessary commercial capacity and readiness of organic capability within financial constraints

MAJOR OBJECTIVE 4

Develop and implement a clear, concise and relevant command transportation strategy



ISSUE: USTRANSCOM requires a unifying operational architecture and an information management process to ensure enterprise information requirements and system investments are fiscally sound and work in harmony. The information technology infrastructure must promote effective knowledge sharing and transparency across the joint deployment and distribution enterprise in order to enhance understanding of the operational environment and improve decision-making at every level.

FOCUS AREA

Achieve IT Management Excellence

MAJOR OBJECTIVE 1	MAJOR OBJECTIVE 2
Orient Transportation Working Capital Fund IT portfolio investments using a unified operational framework that can be leveraged to improve the rationale used to fund programs, systems and initiatives	Develop and sustain an information environment that ensures secure, effective knowledge sharing, enhances decision-making and drives unity of effort
MAJOR OBJECTIVE 3	MAJOR OBJECTIVE 4
Advocate, on behalf of the joint deployment and distribution enterprise, for information systems that are capable of anticipating, operating and responding in a contested cyber domain	Consistently evaluate investment using criteria that address operational, technical and financial considerations



ISSUE: Changing DOD guidance, budgets and stakeholder requirements compel USTRANSCOM's organizational structure to remain agile, responsive and relevant in a dynamic operational environment. The current Distribution Process Owner construct lacks proper focus in light of significantly constrained budgets and the Global Distribution Synchronizer mission. USTRANSCOM's current corporate governance process application of resources to realize world-class transportation related services and enabling capabilities.

FOCUS AREA

Align Resources & Processes for Mission Success

MAJOR OBJECTIVE 1

Bring greater synergy and more effective alignment across the global mobility enterprise focused on customer outcomes (effectiveness) and total costs (efficiency)

MAJOR OBJECTIVE 2

Properly align skills and processes to best meet the needs of future operations

MAJOR OBJECTIVE 3

Enhance collaboration forums and provide measures of tangible value to the enterprise

MAJOR OBJECTIVE 4

Create a disciplined, transparent process to make appropriate resourcing decisions



ISSUE: Changes in process and structure are not likely to endure without changes in corporate culture. The strategy contained in this document must “live” in the hearts and minds of the workforce.

FOCUS AREA

Develop Customer-focused Professionals

MAJOR OBJECTIVE 1	MAJOR OBJECTIVE 2
Develop an enhanced, integrated professional development program for mobility professionals	Improve sophistication of our focus on customer requirements
MAJOR OBJECTIVE 3	MAJOR OBJECTIVE 4
Develop a human capital strategic plan that aligns skill requirements to the future joint force	Optimize support for global mobility by enhancing workforce capability and innovation



ENABLING THE FORCE

Global mobility and enabling capabilities are key contributors to national security and to America's ability to project power and influence when and where needed. USTRANSCOM is responsible for providing transportation solutions and operational enablers to move the joint force and materiel in support of national priorities. We do this in collaboration and partnership with components, subordinate commands and commercial industry.

For almost three decades, our nation has depended on USTRANSCOM to rapidly respond to global threats and disasters. Today, we continue to be called on to deliver 21st century, enterprise-level, joint force mobility solutions and to ensure future readiness by developing and advocating for global mobility assets, robust distribution networks, required infrastructure and customer-focused professionals.

"Together, with your components AMC, MSC and SDDC, you are the backbone of our military, the support structure upon which everything else hinges. Very simply, we could not do our job, we could not defend America without you."

*Leon Panetta
Secretary of Defense USTRANSCOM
Change of Command
14 Oct 2011*



DELIVERING TO THE FUTURE

USTRANSCOM's greatest strength is our people. We are a diverse, joint total force of active, Reserve and National Guard 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 can be counted on to deliver because we know our customers and their mission; we know how to navigate the complex global mobility environment; and we know the transportation business from beginning to end. We execute our global mission by focusing on our customers, working in conjunction with our world-class components and subordinate commands, and partnering with our key commercial teammates.



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



Military Sealift Command (MSC), an Echelon 3 command under Fleet Forces Command, is our Navy component and provides an average of 30 ships and crews daily in support of force sustainment operations.



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



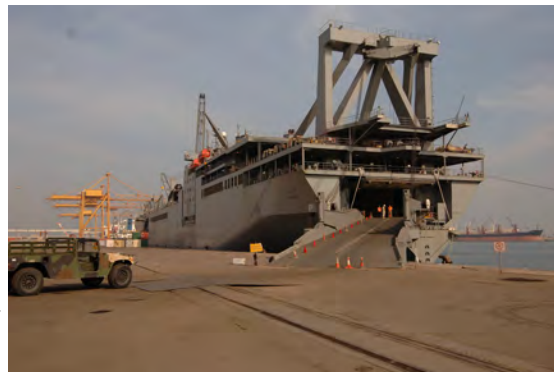
U.S. Army Photo

U.S. Army soldiers mount a portable operation center in Rotterdam, The Netherlands.



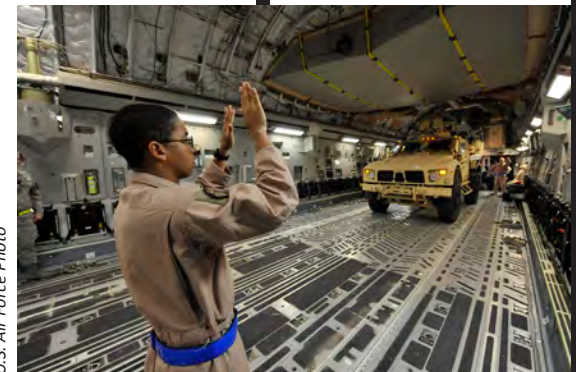
U.S. Army Photo

Soldiers and longshoremen unload a container at Military Ocean Terminal Sunny Point.



U.S. Navy Photo

An Army M114 in front of the Military Sealift Command roll-on/roll-off ship USNS Shughart in Kuwait.



U.S. Air Force Photo

Air Force Senior Airman Robert Clark loads a vehicle aboard a U.S. Air Force C-17.



Joint Enabling Capabilities Command (JECC) 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 in providing air, land and sea transportation and enabling capabilities for the Department of Defense in peace and war.

U.S. Government Partners, like the individual military departments, the Office of the Secretary of Defense, the Joint Staff, Defense Logistics Agency, General Services Administration and others, provide the funding for deployment and distribution operations, establish the policies which guide our efforts, or are customers of the DTS.

Commercial Partners contribute approximately 88 percent of continental U.S. land transport, 50 percent of global air movement, and 64 percent of global sealift for USTRANSCOM's global mobility capability.

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U.S. Air Force Photo

A U.S. Air Force E-3 Sentry receives fuel from a KC-10 while flying in support of Operation Enduring Freedom.



U.S. Air Force Photo

The U.S. Army 2nd Brigade Combat Team from Ft. Bragg, boards an Atlas Air aircraft at Pope Air Force Base.



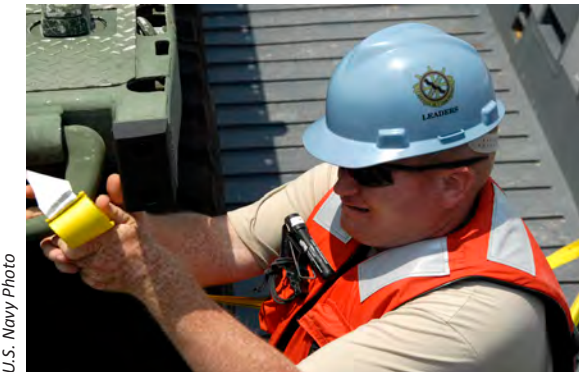
U.S. Marine Photo

Marine Lance Cpl. Matthew Stiltner (right) and an Indonesian service member carry a box of supplies to a load point.

NEXT STEPS...

The result of our comprehensive journey is this strategic plan describing our ends, ways and means. We recognize our ends—superior support to warfighters and other customers—must not and will not change. At the same time, we realize our means—fiscal, materiel and personnel—will experience increased pressure and enhanced scrutiny in the foreseeable future. Most importantly, we recognize the need 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 strategy does not define an end state. Rather, it describes the first steps toward a larger, more profound result: a more effective and efficient USTRANSCOM providing America's global mobility and enabling capabilities whenever and wherever needed. Our journey does not end with this plan—it begins here. Our customers, partners and stakeholders will always be able to count on USTRANSCOM to provide a rapid and responsive global mobility capability in support of the nation's security requirements. Our nation can depend on us because, "Together, we deliver!"



U.S. Navy Photo

Army Sgt. 1st Class Daniel Smith releases a tie-down from a Load Handling System Cargo Truck during Joint Logistics Over-the-Shore operations.



U.S. Air Force Photo

Air Force Master Sgt. Tanya Hubbard inspects the supply list on pallets at a forward location.



U.S. Air Force Photo

U.S. soldiers assigned to the 82nd Airborne Division prepare to parachute from an Air Force C-17 Globemaster.



Together, we deliver.

For an electronic version of 'Our Story' and additional videos, visit
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SUPERSEDES 2011 USTRANSCOM Strategic Plan