



INTRODUCTION TO THE
UNITED STATES ARMY TRANSPORTATION CORPS

STRATEGIC BLUEPRINT

3.0



**The Spearhead of Logistics....
SPEARHEADING LOGISTICS INTO THE FUTURE**

FOREWARD

From the Chief of Transportation

United States Army Transportation Corps

Change is constant and embracing change starts here! The Army is transforming and we must understand the Army's vision and operating concept for the next 5-10-15 years and ensure we are prepared to support it. This begins with a systemic professional dialogue and constant assessment so that when we "entrust" the continual adaptation and transformation of our Corps to the leaders of today and tomorrow, it perseveres.

Logistics is about movement and velocity, and distribution is an operational process of synchronizing all elements of the logistics system to deliver the "right things" to the "right place" at the "right time." It can only be achieved if enterprise services for sustaining the force are integrated and expanded under a single network, and linked in a way that delivers, governs, and tracks materiel and people - and provides proper visibility/information. Effective distribution means knowing how to connect the dots. As we develop future transportation/movement capabilities, personnel, and doctrine to support contingencies we are uniquely suited to enhance and integrate sustainment activities in the process - enabling the operational environment with improved flexibility, transparent support, and a connected network of sustainment.

Our Transportation Corps Vision is:

To be INTEGRATORS OF DEPLOYMENT AND DISTRIBUTION in all we do... from the people we produce, to the equipment we modernize, to the concepts, doctrine, and force structure we develop -- a bastion of transportation innovation, adaptive training, and expertise producing people and materiel that permeate all facets of military operations with relevant vigor and spearheads logistics into the future...

Partners in Sustainment *Excellence- the SPEARHEAD OF LOGISTICS!!* -

A Transportation Corps transformed into an agile, adaptive institution that serves as an integrator of deployment and distribution functions within the Sustainment Warfighting Function (SWfF) in support of Combatant Commanders and other Army requirements.

We work effectively with other mission partners and are strategically responsive and reliable, delivering certainty and trust across all spectrums of operations at all levels of war.

To achieve this vision, establishing collaborative partnerships within well developed **Networks of Influence** between the Transportation Corps and our mission partners will be key. Our vision requires an inclusive and integrated strategic blueprint. This edition (3.0) of the Transportation Corps Blueprint is the long term outlook for the Corps through 2020, and aligns with the Army Capstone Concept and the Functional Concept for Sustainment. This blueprint is organized to be evolving across Lines of Effort intersecting with the Army Enterprise Infrastructure and DOTMLPF. The Blueprint will be promulgated using the Assess, Dialogue, and Transform construct.

THINK – ENVISION – SHAPE – SET CONDITIONS – INTEGRATE – REPEAT...

INTENT: To connect/integrate/deliver the transportation capabilities and capacity for movement and distribution excellence on all fronts, and at all levels...and produce transporter/logisticians that are functional experts and savvy supply chain integrators - adept at applying conventional capabilities in unconventional ways in an evolving and complex 21ST Century Operating Environment (OE).

- **Breed Transporter/Logisticians of Character:** An imaginative/entrepreneurial spirit, Pioneers = Pioneering the “art of the possible”, inquisitive, curious, with honor, integrity, and readiness; an integrator, warrior, diplomat, and team player with the right attitude = mindsets over skill-sets.
- **Deliver trained, innovative, adaptive, professional Transporters** that understand logistics.
- **Develop modern solutions that meet Soldier, Combatant Commander, and Army Requirements.**
- **Enable sustainment operations through the application of functional expertise (deployment and distribution) in order to meet Combatant Commander and Army requirements.**
- **Assist the Army and Joint, Interagency, Intergovernmental, and Multinational (JIIM) community, along with our mission partners, to have an integrated movement/distribution network enabled by an interdependent Transportation Corps.**

Our goal is for this to be an adaptive BLUEPRINT providing a roadmap to:

- **Develop Leaders and Develop as a Leader**
- **Enable Deployment and Distribution**
- **Connect the dots while executing Decentralized Operations**
- **Do It Jointly *in a JIIM context...***

This BLUEPRINT provides a strategic vision on how we can engage with our mission partners to achieve not only our objectives, but the objectives and tasks directed by TRADOC towards 2020. We will remain the Spearhead of Logistics (Distribution) by air, land, sea, and rail for the Army and Joint Force through active collaboration with our mission partners. These are exciting times for our Sustainment community and now more than ever our expertise at distribution nodes requires us to share and integrate the action as we plan for the future.

Mantra

We are the *Maneuver Element of the Logistics Corps!* The Transportation Corps enables movement, deployment and distribution in support of the Combatant Commander and other Army requirements. Our focus is to deliver a full range of transportation capabilities in order to move critical resources rapidly (under positive control) through an integrated transportation-based global distribution system from the source to the end user. The Transportation Corps operates under conditions of uncertainty and complexity leveraging military, industrial, host nation capabilities, and emerging technologies. We provide movement control, in-transit-visibility and guide delivery to deployed forces across the Full Spectrum of Operations. Our Soldiers and Civilians are key to movement distribution. We are the Transportation Corps - partners in Sustainment Excellence! We are all Warfighters supporting Warfighting and the Warfight...

The Transportation Corps Mission



In conjunction with our mission partners - provide transportation capabilities to rapidly deploy and distribute forces, equipment, and materiel to Army and Joint Forces operating across the Full Spectrum of Operations anytime, anywhere in support of the National Military Strategy. Additionally, the Transportation Corps trains Soldiers/Civilians, and develops concepts and doctrine to perform transportation services and support functions for forces across the operational spectrum in a Joint, Interagency, Intergovernmental, and Multi-National (JIIM) environment.

Our Mission Partners



We base our planning and transformation on the requirements and priorities of our mission partners. This includes, but is not limited to, CASCOM, tactical, operational, and strategic sustainment headquarters, and senior sustainment leaders across the Army. In order to meet requirements we will deliver capabilities that enable freedom of movement and end-to-end distribution across the spectrum of conflict. Our collective goal with our *Unified Action Partners* is to enable a distribution and deployment network that meets the requirements of the Combatant Commander and other Army necessities. We will work with our partners to advocate and deliver agile resource and investment requirements for the enterprise through the Planning, Programming, Budgeting and Execution Process.

Develop Leaders & Develop as a Leader

The Campaign of Learning is a vision launched by TRADOC in an effort to develop leaders across the force. As a part of achieving that vision, the Transportation Corps and School with our mission partners, provides trained, innovative, adaptive, and professional leaders skilled in deployment and distribution. Developing junior leaders with the skills to critically think and to develop the situation at the lowest levels is our charge. We will do this two-fold, one is by establishing a competitive learning environment that prepares our Soldiers for today's operating environment, and secondly, through active dialogue/collaboration. This support plan charges us as a Corps to know who we are and what we need to be. In this growingly complex operating environment, we need to know, understand, and be precise when moving towards our vision.

Distribution and Deployment (*Shape it*)

The Army Operating Concept is clear in defining sustainment through 2026. It will require deploying the force, providing decentralized sustainment operations, and utilizing a Joint Deployment and Distribution Enterprise (JDDE). The mission and capabilities of the Transportation Corps are tightly woven into this vision. Distribution and sustainment are cornerstones for the SCoE and distribution is the cornerstone of the Transportation Corps. Essentially, they are synonymous. The Transportation Corps, with our mission partners, will strive to produce the people and materiel that enables an integrated deployment and distribution network. This will involve conducting systemic and systematic assessments to expose and foresee gaps in the distribution and deployment process, while seeking modern solutions to bridge gaps and meet end users requirements with a focus to enable an integrated distribution network that facilitates sustainment.

Decentralized Operations (*Enable it*)

In a complex operating environment, with the dizzying pace of technological change and a hybrid of threats, there is an increasing need for execution at the lowest levels. Future projections indicate that our Transportation Corps professionals must be even more skilled at decentralized operations. To enable sustainment in decentralized operations, the Transportation Corps needs to produce personnel, doctrine, and materiel that inherently integrates movement activities, nodes, and different agencies/organizations in the process to achieve unit of effort without unity of command - and enable precision, reliability, and velocity. This requires optimizing networks and structures at BCT and below and connecting capabilities through the process to integrate and simplify distribution management.

Do It Jointly *in a JIIM Context*

JV 2020 specifies transportation as the key to improving deployment, distribution and sustainment. Advanced systems will increase speed, capacity, and efficiency. Improved operational effectiveness and efficiency, combined with increasing warfighter confidence in new capabilities will reduce sustainment requirements and vulnerabilities. Mutual trust, reliance, and interdependence of the services and outside agencies not only achieves this goal but improves interoperability across all WFF and all levels of war. Capabilities to rapidly deploy and distribute forces, equipment, and materiel to Army and Joint Forces operating across the Full Spectrum of Operations anytime, anywhere in support of the National Military Strategy; in coordination with our mission partners, requires our transforming into an agile, adaptive institution that serves as the main effort and key integrator for the Army's development of a unified distribution network operating in a JIIM environment. Leveraging business intelligence, digital technology, and social networking tools in all we do, the Transportation Corps will work with our mission partners—at CASCOM, across our Army, and across the joint formation! We are inherently a joint operation...nothing happens until something moves!



COT Lines of Effort (TC 2020)

2012

2013

2020+

Strategy

Effects

People

Train, Educate, and Develop
Functional TC Professionals
Develop Sustainment Leaders

Deliver trained,
innovative, and
adaptive
Transports that
understand
Logistics.

Material/EQUIP
Systems, and
Force Structure

Rail Initiatives &
Training Facilities
Upgrades
Watercraft &
TUV
Modernization
Influence CMA,
CBA, & TAA
Processes
Develop Deployment, Distribution, and In-Transit
Washing Automation Systems

Develop modern
solutions that meet
Soldier, Combatant
Commander, and
Army
Requirements.

Training

Protect the Force
Monitor, Assess, Resource & Ensure Relevant Doctrine
Assess & Enhance Collective Training Events

Enable sustainment
operations through
the application of
functional expertise
(deployment and
distribution) in order
to meet Combatant
Commander and
Army requirements.

Collaboration

Social Networking and Digital Technology
Engage Networks of Influence
Sustain Identity, Reputation, Marketing, Branding

A Transportation
Corps that
enhances Joint
Deployment and
Distribution
Enterprise
Integration.

Partners in
Sustainment
Excellence!
Spearheading
Logistics!!

Lines of Effort

Our four Lines of Effort focus the Transportation Corps on the Army Enterprises that support the Department of Defense and our mission partners.

PEOPLE

The Army Resource Framework illustrates that the greatest resource is OUR PEOPLE. The smallest portion of that is spent on developing and educating personnel. As a result, we are focusing our proponent efforts on delivering trained, innovative, and adaptive Transportation Corps professionals. We will balance our grade distribution, synchronize with our CASCOM proponents, and develop a Leader Development (Military and Civilian) strategy that nests with the Army Learning Method 2015 and adjusted ARFORGEN.

MATERIEL/EQUIP, SYSTEMS & FORCE STRUCTURE

Supporting the CSA Imperatives directs institutional adaptation. The TC Proponent supports this initiative by balancing the current and future demands against strategic flexibility. Through transforming and modernizing the force we will assess development and fielding requirements against modern solutions and make informed decisions that meet Soldier, Combatant Commander, and Army requirements needs while reducing our footprint and operational energy IAW Army initiatives.

TRAINING

Enabled operations result from a balance of trained, innovative and adaptive functional and multifunctional professionals equipped with the right materiel, systems and capabilities across the DOTMLPF spectrum. Ten years of war, ongoing BRAC requirements, and the economy continue to add to the challenges of restoring readiness and strategic flexibility. As a proponent, we look to reduce inherent complexities by serving as a key integrator within the Sustainment Warfighting Function for distribution concepts, doctrine, and training in support of 21st Century operations executed across the JDDE. By identifying and addressing internal concerns and conducting analysis of emerging concepts, requirements and capabilities - the Corps can develop strategies that support an enhanced/optimized/integrated distribution network.

COLLABORATION

In this LOE we examine the needs of both the operating force and the generating force. Through support to infrastructure, support to operations, and support to Soldiers and families, we will assess, maintain, and enhance the health of the Transportation Corps. As proponent, we will shape the future of both the Active and the Reserve Component and adapt the Regimental Organization. Leveraging business intelligence, digital technology, and social networking tools we will enhance enterprise relationships, training and educate our Corps and Army, while simultaneously integrating and synchronizing with our mission partners.

A Portfolio of Initiatives...

- Proponent Optimization (DA PAM 600-3, DA PAM 600-25, Recruiting.
- Civilian Credentialing
- TAA 15-19 + Cycles Out
- Distribution White Paper (Beyond Operation Enduring Freedom)
- Army Watercraft Strategy for the 21st Century (C2/Fleet Management/Modernization)
- Army Expeditionary Intermodal Operations
- TWV Strategy and JLTV
- TC Force Balance/Mix-TC Over-Modularization/Alignment?
- Distribution Enablers Study
- Global Combat Support System-Army - TC-Integration
- Rail FDU
- Movement Control (Doctrine/Operational Design)
- One Army School System (OASS) Implementation
- Master Driver Course / Additional Skill Initiative
- Rapid Expeditionary Deployment Initiative
- Branding/Marketing/Outreach/Roots/Regimental Affiliation/Profession of Arms

COT's LOEs

- People
- Materiel/EQUIP Systems, and Force Structure
- Training & Doctrine
- Collaboration

Be Entrepreneurs & Collaborate Broadly

Integrators of Deployment and Distribution in all we do...

- ▣ Strategic Deployment / Distribution Operations / Mission Command
- ▣ Movement Control Operations
- ▣ Port Operations at Air/Sea Entry Points
- ▣ Motor Transportation Operations
- ▣ Watercraft Transportation Operations
- ▣ Rail Transportation Operations

Methodology

Dialogue

Although a constant throughout, the goal is to institute systemic and systematic dialogue forums (i.e. Quarterly TC Connects). Active and potential initiatives will be briefed by the COT annually during Transportation Corps Week and other Logistics forums to codify and broadcast the current and future State of the Transportation Corps and ongoing strategic initiatives. This ensures all leaders past, present, and future have a common understanding on the way ahead.

Assess

The Assessment Phase continues to provide feedback through transition/transformation and back into the dialogue phases. It remains *in motion* as the Transportation Corps continues systematic assessments led by TC leaders/subject matter experts across the four lines of effort to promulgate best practices across our Corps and CASCOM. During this phase, the Corps remains capable of agile and adaptive institutional changes. The Corps remains focused on supporting Army and Joint requirements through 2020.

Transition/Transform

This occurs as gaps/seams are identified and addressed and initiatives are developed. Assessments are then rendered, and DOTMLPF solutions are instituted into the Corps to optimize and integrate TC capabilities and distribution operations in support of logistics and sustaining land forces...the cycle of Dialogue-Assess-Transform continues to ensure all transformative solutions remain adaptive, relevant and poised for the future.



<http://www.transchool.lee.army.mil/>

<http://www.facebook.com/pages/Fort-Lee-VA/Chief-of-Transportation/>

Spearhead The Future

You.

You are the future of the Transportation Corps.

You will deploy.

You will distribute and be the recipient of distribution.

We are Professionals (Military/Civilian).

You are a Transporter, A Logistician...A Warfighter supporting Warfighting.

You will make history and be part of a long legacy/heritage of excellence...

Someone is counting on you to move, to deliver, to be at the Spearhead of change – know how to connect the dots and integrate the action in the new normal.

WE ARE A TEAM; A BASTION OF INNOVATIVE, ADAPTIVE EXPERTISE.

Have the courage and the vision to move the force forward. The Corps is counting on you to:

- Develop Leaders and Develop as a Leader
- Enable Deployment and Distribution
- Connect the dots while executing Decentralized Operations
- Do It Jointly *in a JIIM context...*

Remember...Logistics is about movement, motion, velocity AND
Nothing Happens Until Something Moves!

To be an expert transporter you must understand logistics! Leverage your functional roots to become a relevant enterprise logistician.

Be an Ambassador for your CORPS and an Entrepreneur to grow it into the future...

To SPEARHEAD is to LEAD! The SPEARHEAD of LOGISTICS...



The CORPS after next....

