

Statement of
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On the State of the Command

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Strategic Environment

The Interim National Security Strategic Guidance acknowledges an increasingly complex global security environment, characterized by overt challenges to the free and open international order and the reemergence of long term strategic competition between nations. These changes require a clear eyed appraisal of future threats, the changing character of warfare, and how the Department of Defense (DoD) will retain the ability to project forces globally to advance security interests and respond decisively to win if necessary.

Delivering for our Nation

TRANSCOM's enduring purpose is to project and sustain military forces anywhere on the globe at the time and place of our Nation's choosing. Our ability to rapidly move forces transoceanic distances is a strategic comparative advantage, providing a wide range of options in support of the National Defense Strategy (NDS) while creating multiple dilemmas for our adversaries. As 1 of 11 Combatant Commands, TRANSCOM is responsible for operating the Defense Transportation System and integrating the Joint Deployment and Distribution Enterprise (JDDE). Our Unified Command Plan tasks are executed through three assigned component commands (U.S. Army's Military Surface Deployment and Distribution Command, U.S. Navy's Military Sealift Command, and U.S. Air Force's Air Mobility Command) and one major subordinate command (Joint Enabling Capabilities Command). Our key mobility mission areas include airlift, air refueling, aeromedical evacuation, sealift, and domestic rail and motor freight, all of which are enabled by a global posture that provides the U.S. with positional, temporal, and psychological advantage to respond across the operational spectrum.

The DoD's ability to project military forces is inextricably linked to commercial industry, which provides critical transportation capacity as well as global networks to meet day-

to-day and wartime requirements. TRANSCOM manages several emergency preparedness programs that call on industry to specifically support wartime requirements. They include the Civil Reserve Air Fleet (CRAF), Voluntary Intermodal Sealift Agreement (VISA), Strategic Seaport Program, Strategic Corridor Rail Network and the Strategic Highway Network. On behalf of the Department, TRANSCOM spends approximately 7 billion dollars with industry partners each year in transportation services to execute DoD mission requirements.

Year in Review

The COVID-19 pandemic posed significant challenges to TRANSCOM's continual efforts to project and sustain the joint force. At the beginning of last year, TRANSCOM rapidly deployed a Brigade Combat Team of the 82d Airborne Division to U.S. Central Command, delivering 800 Soldiers within 18 hours of notification to deter Iranian aggression. In total, the Brigade of 3,000 Soldiers closed in under five days. This no-notice deployment underscored the impressive capability of the Global Mobility Enterprise. In the year that ensued, TRANSCOM transported 33 brigade-sized units overseas in support of all six geographic combatant commands. TRANSCOM operated from all seven continents, delivering over 95 million gallons of fuel during air-to-air refueling operations resupplying nearly 60 thousand aircraft and directly supporting 38 Bomber Task Force missions. On short notice, our Joint Enabling Capabilities Command (JECC) established a JTF command post in support of Special Operations Command - Africa to reposture forces from Somalia. Additionally, TRANSCOM transported over 790,000 passengers, 315,000 tons of cargo and 24.2 million barrels of DoD petroleum products, all while complying with COVID-19 preventative measures, testing and restrictions.

TRANSCOM aeromedically evacuated 6,324 patients (71 having sustained battle injuries), 350 of whom were COVID-positive. Given the emergence of the COVID-19

pandemic, we are grateful for the exceptional efforts of the USAF, industry, and academia to deliver a material solution within 90 days to safely airlift highly infectious patients. I am extremely proud of the resilience and ingenuity of the aeromedical evacuation enterprise to meet these challenges this past year.

In support of the whole of government response to COVID-19, TRANSCOM repatriated 3,915 American citizens stranded worldwide and facilitated movement of over 2,000 ventilators, 4.4 million COVID test kits, 150 million needles and syringes, and continues to support vaccine distribution to DoD beneficiaries. TRANSCOM collaborated with the Defense Advanced Research Project Agency, USAF, and United Airlines to perform aerosol testing onboard commercial passenger airframes to determine the transmission risk of COVID-19 between passengers. The findings revealed a 99.7% reduction in aerosolized pathogens through aircraft ventilation and HEPA filtration systems thereby informing decisions on cabin occupancy, seating assignments, and contact-tracing procedures for the Patriot Express contracted rotator flights.

Throughout the pandemic, TRANSCOM frequently consulted with industry partners to assess their viability to support National Defense requirements. Cargo partners within the surface, sealift, and airlift industries appear to be on the path to recovery. However, the airline passenger industry will likely take many years to recover given 60 percent reduction in volume, resulting in over \$30 billion in lost revenue, as well as the divestment or parking of over 20 percent of aircraft inventories.

TRANSCOM Warfighting Framework

The success of DoD's power projection capability is contingent on three critical elements of TRANSCOM's organizational warfighting framework: Global Mobility Posture; Global Transport Capacity; and Global Command, Control, and Integration.

Global Mobility Posture

Global Mobility Posture is the foundation of power projection, enabled by a robust network of allies and partners, which includes access to global networks maintained by industry to support our nation's ability to mobilize and deploy. Diplomatic alignment with our allies and partners enables access, basing, and overflight for mobility forces, critically important to the rapid deployment of personnel and equipment across the globe. Our robust and resilient network also provides the U.S. positional advantage to rapidly advance our national security interests, deter adversaries, and when necessary, win decisively.

On the domestic front, TRANSCOM works closely with the U.S. Department of Transportation on numerous domestic transportation programs to include the administration of three National Defense Programs: Highways, Railroads, and Ports for National Defense. In order to ensure national security needs are recognized in civil highway policies and programs, TRANSCOM is working with the Federal Highway Administration to encourage investment to enhance infrastructure critical to national security.

Global Transport Capacity

Our Global Transport Capacity includes conveyances and platforms to move troops, supplies, fuel, and equipment through global transportation networks. These include rail, motor transport, sealift, air refueling, and airlift. More than 60% of TRANSCOM's organic transport capacity resides in the Reserve Components, underscoring our reliance on the Total Force.

Mobility force sizing and shaping are informed by Mobility Capability Requirements Studies (MCRS). TRANSCOM is conducting the FY 2020 NDAA-directed MCRS-20 to assess airlift force sufficiency, as well as air refueling and sealift capacities to meet NDS missions. In addition, we are conducting a concurrent study to determine requirements for U.S. flagged fuel

tanker vessel capacity and to assess the necessity of assured access provided by the FY 2021 NDAA-authorized Tanker Security Fleet. We will submit reports on these studies by June 2021.

Transport Capacity Modernization Priorities

Sealift

We are pleased with the progress over the past year working with OSD, USN, and the Maritime Administration (MARAD) on codifying a viable strategy to recapitalize the Department's sealift fleet. 33 of 50 USN Roll-On/Roll-Off sealift ships are forecasted to retire in the next 10 years. DoD, USN, and TRANSCOM endorse a strategy to acquire used sealift vessels from the open market. The FY 2021 NDAA, authorizes the procurement of the first four used ships, decoupled from a requirement to build new ships. We are working with MARAD on selecting a Vessel Acquisition Manager and plan to procure the first used vessel in CY 2021.

Aerial Refueling

TRANSCOM is aligned with the USAF on the way ahead for the air refueling portfolio. The fleet is critical to rapid global mobility and the lifeblood of the joint force's ability to deploy and employ the immediate and surge forces across all NDS mission areas. The current air refueling fleet is comprised of the aging KC-135 and KC-10 aircraft, and the new KC-46. We support the USAF's plan to adjust its force structure in order to meet day-to-day and crisis requirements.

Global Command, Control, and Integration

Global Command, Control, and Global Integration remains central to our ability to align scarce mobility resources consistent with the highest strategic priorities. Enabled by a portfolio of information technology systems, our ability to control mobility forces is contingent on secure

networks and continuous modernization efforts to retain the competitive edge against our adversaries in the cyber domain.

TRANSCOM is pursuing several initiatives in the area of cyber resiliency and digital modernization to mitigate the rapidly evolving threat in the cyber-contested environment. Mitigation initiatives include increasing cyber hygiene to harden our terrain and decrease adversary attack vectors, modernizing and optimizing our IT portfolio by taking advantage of technical advancements such as cloud services, and investing in critical data encryption to create trusted transactions. Additionally, we partnered with the U.S. Cyber Command to implement a DoD proof of principle using, “Zero Trust” on our network environment to further bolster defenses from capable adversaries. We also continue to collaborate with our commercial transportation providers, sharing information as able and facilitating the performance of annual cybersecurity self-assessments based on National Institute of Standards and Technology guidelines.

Defense Personal Property Program (DP3) Reform

TRANSCOM, on behalf of the Department, is leading a number of efforts to improve the relocation experience for DoD and Coast Guard personnel and their families. Together with the Services, TRANSCOM implemented COVID-19 protection protocols to keep families safe while relocating; enacted common-sense rule changes to address customer priorities ‘at the curb,’ and published a strategic plan to guide our collective action in the years ahead. TRANSCOM is currently addressing the issues the U.S. Government Accountability Office (GAO) highlighted regarding the award of the Global Household Goods Contract (GHC), and will re-award the contract no earlier than September 2021. While TRANSCOM has charted a clear path to

restructure its relationship with the moving industry, we are also taking initial steps to restructure our relationship with storage providers.

At the close of 2020, TRANSCOM recorded a 96% customer satisfaction rate—five points above 2018's score and above the Department's target of 95%. While I am pleased with this initial progress, there is still much work to do and it is still early in our journey to reform the \$2.5 billion Defense Personal Property Program. This initial progress is the product of incredible work from DoD personnel around the globe, from an active network of military family volunteers, and from many of our moving and storage providers. However, the foundation of this progress is leadership. I believe the program's multi-billion dollar value, consequential impact on servicemembers and their families, and continual interface with Congress, industry, and the Services warrant sustained executive leadership to ensure the success of the reform effort and deliver the quality and accountability military families deserve.

Space Mobility

As we look to the future, TRANSCOM has established Cooperative Research and Development Agreements with leaders in the space industry to explore the delivery of cargo and personnel via space anywhere on the globe in less than an hour. While rocket cargo will not replace current mobility capacity, it has the potential to offer unique and disruptive capability in the areas of rapid force deployment and humanitarian assistance and disaster relief. We look forward to continued development of space mobility and logistics in the coming year.

Conclusion

TRANSCOM provides the DoD the ability to project and sustain military forces at a time and place of the nation's choosing; a strategic comparative advantage that allows us to achieve national security interests. By maintaining favorable global posture, sufficient transportation

capacity, and the ability to command and control global mobility operations, DoD retains the ability to project immediate and surge forces required to compete, deter, respond, and win in order to meet U.S. strategic objectives. We continue to evolve and adapt to a rapidly changing security environment and address cyber security challenges. I thank Congress for the staunch and continued support of the U.S. Transportation Command and the Joint Deployment and Distribution Enterprise as together we work to defend the nation and advance American interests.

Underwritten by our dedicated Soldiers, Sailors, Marines, Airmen, Coast Guardsmen, civilians, and commercial partners performing TRANSCOM's mission, I am confident in our ability to deliver, and am proud to stand with them in commitment to our Nation's defense.

Together, We Deliver!