

Statement of
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On the State of the Command

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Delivering for our Nation

U.S. Transportation Command (USTRANSCOM) exists as a combatant command to project and sustain combat power at a time and place of the Nation's choosing. Powered by dedicated Active Duty, National Guard, Reserve and civilian men and women, we underwrite the lethality of the Joint Force, we advance American security interests around the globe, and we provide our Nation's leaders with strategic flexibility to select from a range of options while creating multiple dilemmas for our potential adversaries.

USTRANSCOM's mission is to conduct globally integrated mobility operations, lead the broader Joint Deployment and Distribution Enterprise, and provide enabling capabilities in order to project and sustain the Joint Force in support of national objectives. We accomplish this by balancing strategic mobility requirements for the Secretary of Defense and executing the Unified Command Plan roles and responsibilities assigned by the President. USTRANSCOM's mission is executed through three component commands and one subordinate command: the U.S. Army's Military Surface Deployment and Distribution Command, the U.S. Navy's Military Sealift Command, the U.S. Air Force's Air Mobility Command, and the Joint Enabling Capabilities Command.

The National Defense Strategy (NDS) calls on the Joint Force to be strategically predictable with allies and partners while being operationally unpredictable to competitors. USTRANSCOM was custom built for such a mission. We enable dynamic force employment and deliver options daily. In 2019, USTRANSCOM executed 43 brigade-sized overseas movements totaling over 26 million square feet of military cargo in support of all six Geographic Combatant Commands. In the air, USTRANSCOM operated from all seven continents. We transported 1.9 million passengers and 1.3 million tons of cargo, and during air-to-air refueling operations we

dispensed 956.6 million gallons of fuel. Our aerial evacuation crews executed 6,609 patient movements, including 84 with battle injuries. One evacuation in particular stands out as highlighting how USTRANSCOM integrates the incredible capabilities of our Joint Force to protect American interests globally. Last August, a U.S. soldier with life-threatening wounds required immediate evacuation from Afghanistan to a stateside hospital for complex trauma treatment. A team of 18 joint medical professionals—armed with key life-saving capabilities—made a 19-hr non-stop flight from Afghanistan to Texas aboard a USTRANSCOM aircraft. The soldier is alive today because of the U.S. values embodied in the Joint Force and enabled daily by USTRANSCOM.

As envisioned in the NDS, our operational focus has shifted from routine force rotations in Southwest Asia to posturing for Great Power Competition globally. Our accomplishments from 2019 underscore USTRANSCOM's ability to respond anywhere in the world at scale, in order to assure our allies, deter our adversaries, and ensure our national leaders always have options.

Strategic Environment

The world is changing. In the past, we were able to deploy our forces when we wanted, assemble them where we wanted, and employ them how we wanted. In the future, the NDS calls us to be able to project and sustain the Joint Force under persistent, all-domain attack. Our competitors, such as China and Russia, clearly recognize the United States' ability to rapidly scale and deliver the Joint Force globally as a strategic comparative advantage, and they seek to deny it. Today, adversaries are active in the cyber domain. They infiltrate contract value chains. They invest in critical global choke points. They attempt to erode geopolitical access. They develop increasingly potent anti-access and area-denial weapons. These are clear indicators of their intent and reflect the changing character of war. In the future, strategic mobility will remain critical to

delivering dynamic and credible response options to guarantee our national security interests. Strengthened by a historic past but with a critical eye towards the future, USTRANSCOM aims to remain ready to answer our nation's call.

USTRANSCOM's Warfighting Framework

The key to conducting globally-integrated mobility operations is the dynamic synchronization of our 1) global mobility posture, 2) global mobility transportation capacity, and 3) global command, control, and integration. These critical elements create USTRANSCOM's warfighting framework and allow USTRANSCOM to respond to strategic priorities in both time and space.

Global Mobility Posture

Global Mobility Posture is the foundation of power projection, starting in the Continental United States (CONUS) with Department of Defense (DOD) installations and the seaports, railways, and the highways that connect them. In close coordination with the Department of Transportation, the Strategic Seaport Program, Strategic Corridor Rail Network, and Strategic Highway Network provide 23 strategic seaports, 15 alternate seaports, 37,000 miles of strategic railways, and over 62,000 miles of interstate and major highways to project combat power from the fort, to the port, and on to the battlefield.

Beyond our nation's borders, USTRANSCOM relies on a deep bench of allies and like-minded partners that have stood with us for over 75 years in defense of freedom. These allies and partners provide access to key regions and support a substantial basing and logistics system which expands our nation's global reach. Through a flexible, redundant, and resilient global posture, USTRANSCOM enables the DOD to project and sustain a combat credible force that can deter adversaries, protect our national security interests, and when necessary, respond to win decisively.

Global Mobility Capacity

Global Mobility Capacity includes the transportation conveyances and platforms used to move troops, fuel, and equipment within global transportation networks, including rail, motor transport, sealift, aerial refueling, and airlift. 60-70% of USTRANSCOM's mobility capacity resides in the reserve component, underscoring the importance of a Total Force approach.

USTRANSCOM is inextricably linked to the commercial transportation industry which provides important augmentation in peace and war. Utilizing commercial partners expands USTRANSCOM's global reach as well as access to valuable commercial intermodal transportation systems and freight management capabilities, but carries with it vulnerabilities we will need to mitigate. Emergency preparedness programs like the Civil Reserve Air Fleet (CRAF), and Voluntary Intermodal Sealift Agreement (VISA) augment USTRANSCOM's global mobility capacity during contingency operations. Incentive programs like the Maritime Security Program offset costs incurred to maintain a US-flagged fleet, strengthening the American sealift industry for both economic trade and national defense. Currently, these programs are fully subscribed and funded. This year, on behalf of the Department, USTRANSCOM is leading a Congressionally-directed study on U.S.-flagged fuel tanker vessel capacity, evaluating accessibility to domestic and international tankers in order to satisfy the demands of the NDS in times of war.

With 85 percent of the Joint Force based in CONUS, Global Mobility Capacity is critical in projecting overwhelming military force at a time and place of our Nation's choosing, and it serves as a deterrent to conflict by demonstrating our ability to credibly defend our security commitments. Overall, we assess USTRANSCOM's global mobility capacity as adequate, but with elevated and increasing risk. NDS requirements in daily competition and in times of war place high demands on aging mobility capabilities. When coupled with adversaries that have the

capability and intent to contest our operations across all domains, it creates a daunting environment for future operations. Specifically, USTRANSCOM assesses elevated risk in our two highest priorities: Aerial Refueling and Sealift.

Aerial Refueling

The aerial refueling fleet is USTRANSCOM's most-stressed capability and number one readiness concern. The aerial refueling fleet continues to underpin the Joint Force's ability to deploy an immediate force across all NDS mission areas and is comprised of KC-135, KC-10, and KC-46 aircraft.

The KC-46 is an important aspect of tanker modernization as it will enable us to project and employ the force in a complex battlespace against a high-end adversary. However, delays in delivery of capable KC-46s combined with reductions of KC-10s and KC-135s create a critical and deepening gap in taskable aerial refueling aircraft and aircrews for the next 5-7 years. This combination of factors elevates risk to not only wartime missions, but also in day to day global operations across multiple combatant commands. Reduced capacity limits options and constrains decision space for senior leaders in crisis, as they are confronted with an earlier mobilization timeline to generate adequate capacity. For Combatant Commanders to compete daily, the Department must retain sufficient operational aerial refueling capacity to provide adequate support to the Joint Force during the transition to the KC-46. As the timeline to field taskable KC-46s continues to evolve, USTRANSCOM recommends re-evaluating aerial refueling force structure plans annually.

Sealift

USTRANSCOM's number two readiness concern is the Strategic Sealift Fleet. The sealift fleet is responsible for moving approximately 90% of wartime cargo. Sealift readiness rates have

declined to 59% compared against a goal of 85%, with vessel material condition and age as the primary factors. Most sealift ships are reaching the age where maintenance and repair costs are escalating and service-life extensions will not yield proportional increases in readiness. Starting in the mid-2020s, the sealift fleet will lose 1-2 million square feet of capacity each year as ships reach the end of their useful life. That's enough space to move two to four Brigade Combat Teams in a single voyage. By the mid-2030s, over half the sealift fleet will be unusable, placing an unacceptable risk on the Joint Force, especially the Army, to deliver large-scale combat power over the ocean. To prevent this detrimental loss of capacity, the Department needs to recapitalize the fleet with newer and more reliable vessels. USTRANSCOM continues to support the Navy's plan to acquire used vessels as the near-term solution that yields the greatest value. Currently, Congress has provided authority to purchase seven vessels, and the Navy has provided funding for two in FY 2021. This is an important first step to improve fleet reliability, but we have much work ahead to lay out a long-range plan.

In September the DOD conducted the largest no-notice sealift activation exercise in the command's history, assessing the entire fleet and activating over half the surge sealift vessels. The exercise validated known concerns regarding the degraded readiness of the Organic Surge Fleet. Simply put, the surge fleet is challenged today to be immediately available for large-scale inter-theater force deployment without delays or impacts to force closure. These findings reinforce the need for recapitalization, appropriate levels of resourcing for maintenance and repair, and continued emphasis on readiness improvements.

Global Command, Control, and Integration

Global Command, Control, and Integration is central to our ability to make decisions at echelon to create desired mobility outcomes. It creates shared understanding in order to align

scarce mobility resources consistent with the highest strategic priorities. Global Command, Control, and Integration is imperative to retain our strategic comparative advantage to project and sustain the Joint Force globally. As we prepare to confront the contested environments described in the NDS, we are working on several initiatives to strengthen mission assurance in the cyber domain, and advance decision making across the USTRANSCOM enterprise.

Cyber Domain Mission Assurance

Cyberspace is a warfighting domain, without sanctuary, in which capable adversaries continuously attempt to degrade our Nation's ability to project the Joint Force globally. We continually evaluate our large and complex attack surface, evolve key cyber terrain, secure our cyber area of operations, and actively defend our ability to conduct global command and control. USTRANSCOM maintains a strong relationship with U.S. Cyber Command (USCYBERCOM) and the Intelligence community, providing increased understanding of adversaries' intent. Several rigorous exercises matured our ability to request active defensive measures from USCYBERCOM, leveraging their unique authorities to assure our global command and control in a contested environment. In addition USTRANSCOM is pursuing numerous technical solutions to harden our key cyber terrain, to include a trusted transaction pilot with USCYBERCOM.

In Great Power Competition, we acknowledge our commercial partners are both a strength and a potential target. Since 2017, we've contractually required our CRAF, VISA, and Universal Services Contract providers to perform annual self-assessments based on National Institute of Standards and Technology (NIST) standards for cybersecurity, and we use these self-assessments to identify vulnerability trends and share best practices with industry. We continue to provide targeted recommendations to help our commercial partners improve their own cybersecurity. Lastly, we are reviewing data sharing requirements to limit our exposure to adversaries, and we're

strengthening cybersecurity language in our information technology and software development contracts. Overall, we assess our transportation providers are taking cybersecurity seriously, and the NIST standards will help them improve their security and resiliency – but commercial companies will always be challenged to keep out advanced persistent threat actors.

Advance Decision Making

Information technology and computational processing continues to advance rapidly as we approach game changing capabilities like artificial intelligence, machine learning, and advanced analytics, all of which have enormous potential to improve USTRANSCOM mission outcomes. As we evolve to meet tomorrow's challenges, we are enhancing our ability to understand the operational environment, improving our ability to develop options, and advancing our ability to make decisions at echelon. Cloud computing, balanced cybersecurity, information sharing, innovation at echelon and warfighting outcomes serve as our guiding principles as we modernize our digital portfolio.

The foundation for our success starts with data. USTRANSCOM fully endorses the DOD's Joint Enterprise Defense Infrastructure cloud capabilities and is an early adopter of cloud technology. We have migrated 14 programs to a commercial cloud environment. We are establishing an Enterprise Data Environment within the cloud, coupled with analytic technologies, to speed decision making, free up human capital, accelerate learning, reduce costs, and improve productivity.

DEFENDER-Europe 20

DEFENDER-Europe 20 exemplifies how USTRANSCOM employs this warfighting framework and addresses the contested environment described by the NDS to deliver national objectives. Over the next four months USTRANSCOM is executing the largest projection of force

to Europe in 25 years. 20,000 troops and 1.6 million square feet of military cargo will flow from 26 CONUS origins through a diverse network of ports, move across simulated contested waters under the watch of Second and Sixth Fleets, and arrive as a combat credible force in EUCOM. As we exercise the global posture, mobility capacity, and global command and control required to favorably shape Great Power Competition, DEFENDER-Europe 20 is a powerful opportunity to deter potential adversaries, strengthen alliances and partnerships, and evaluate future contested environments.

Defense Personal Property Program (DP3)

After assuming command in August 2018, I received letters from 15 members of Congress and more than 40 staff inquiries detailing service member concerns with the Defense Personal Property Program. Issues with industry accountability, a shortage of quality capacity in summer months, and a general lack of transparency within the Department were common--and accurate--criticisms. Since that time--and after personal consultation with Service leaders and industry executives--USTRANSCOM worked to fundamentally restructure our relationship with industry to generate the quality capacity to meet DOD's peak demand and enable the Department to affix the accountability and responsibility missing in today's program.

The FY2020 NDAA included several DP3-related provisions, including a requirement for a Business Case Analysis (BCA) on the Global Household Goods Contract (GHC) and a GAO report on the effects of this contract on DOD Families. The BCA underscored the value of restructuring DOD's relationship with industry, while GAO's draft report makes helpful recommendations on overall DP3 management but highlights no flaws in our approach with GHC. The source selection process is underway and our initial review of proposals is encouraging, with credible candidates offering solutions to benefit DOD families at costs in-line with spending on

today's program. We remain on track to award GHC to a single move manager this spring. Military Families have been our North Star throughout this process. Thank you for your continued support to improve the relocation experience for DOD families.

Executive Summary

In summary, USTRANSCOM provides the DOD with the ability to project and sustain the Joint Force, deploying combat power to the right place, at the right time, and in the necessary scale to be immediate, lethal, and decisive. Operating around the globe and around the clock, our ability to project military forces is a distinct advantage unmatched by any nation, and it serves as the cornerstone of the Joint Force's ability to meet national objectives.

Today, USTRANSCOM assesses our ability to execute the NDS as adequate, but with elevated and increasing risk, specifically in the areas of Aerial Refueling and Sealift. Improving mission assurance within the cyber domain remains a USTRANSCOM top priority. I thank Congress for their past and continued support of this organization as we work together to defend the nation and advance American interests.

Our purpose is enduring, but our success is not guaranteed. We must remain vigilant. Underwritten by the dedicated Soldiers, Sailors, Marines, Airmen, Coast Guardsmen, civilians, and commercial partners performing USTRANSCOM's mission, I am confident in our ability, and I'm proud to stand with them in our collective commitment to our nation's defense and dedication to America.

Together, We Deliver!