

Statement of
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On the State of the Command

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Introduction

The United States Transportation Command (USTRANSCOM) delivers National objectives on behalf of the United States, and has proudly done so for nearly three decades. As we near our 30th anniversary, we stand ready to deliver an immediate force through our airlift and air refueling assets or a decisive force with our strategic sealift assets when and where needed. Our delivery of these forces assures an unparalleled global expeditionary capability and gives our Nation options when needing to respond to a variety of crises. Ultimately, this unmatched capability extends a helping hand or projects combat power anywhere, at any time and provides a key strategic advantage for our Nation. We must continue to invest in and preserve our edge. Our ability to sustain strategic power projection is challenged on several fronts by potential adversaries growing ever more capable. However, we continue to look forward and innovate as we face challenges, uncertainties, risks, and complex demands placed upon the unique capabilities we provide daily to our Nation.

Mission

USTRANSCOM delivers full-spectrum global mobility solutions supporting our Nation's requirements in peace and war. In the simplest terms, we provide viable national security options to the National Command Authorities. Those options range from immediate humanitarian or combat deliveries by our airlift and air refueling fleets, to the global delivery of the Nation's decisive combat power via our strategic sealift fleet. While ensuring the readiness and availability of these options on a daily basis, the command also leads the Joint logistics enterprise which is the foundation on which every other Department of Defense capability rides.

Although transportation remains USTRANSCOM's core competency, our span of influence extends from the source of supply, through each segment of the DoD supply chain to

any designated point of need. Through logistics enterprise forums, the Services, Combatant Commands, DoD interagency partners and commercial providers, we continue to collaborate with logistics leaders in order to better identify, prioritize, and close capability gaps within the enterprise. Since 2009, these efforts have resulted in efficiencies and cost avoidances for the DoD distribution supply chain of nearly \$1.6 billion, which translates to more buying power for the Services.

In addition to our primary mission of providing full-spectrum global mobility solutions, our subordinate command, the Joint Enabling Capabilities Command (JECC), provides decisive, rapidly deployable joint command and control capabilities. By doing so, they assist in the initial establishment, organization, and operation of joint force headquarters.

The JECC is a unique total force joint organization that delivers highly effective, cost efficient, joint planning, public affairs, and communications capabilities to all combatant commanders. This Subordinate Command is alert-postured to respond across the full range of military operations. They routinely deliver high-impact mission-specific teams of experts who produce executable solutions for emergent global crises. In fact, they provided more than 40,000 man-days of support that touched every combatant command in 2016; notably providing key Joint Task Force staff and planning expertise within 72 hours to assist Southern Command in responding to Hurricane Matthew. In addition, the JECC's robust support to the Chairman of the Joint Chiefs of Staff Combatant Command Exercise and Training program improved our National proficiency, knowledge, preparation, and response to emergent events.

The JECC continues to have significant forces deployed in support of missions around the globe, including direct support to ongoing counterterrorism operations in Iraq and Afghanistan. Their ability to deliver highly effective joint planning, public affairs, and

communications capabilities have enabled better integration of DoD, U.S. government, and partner responses to strategic challenges in every part of the world.

Operating Environment

Today's diverse global security environment is dramatically different and more complex than the one we operated in for the last 30 years. China, Russia, Iran, North Korea, and violent extremist organizations continue to challenge us in new ways, ultimately demanding new and innovative solutions. As we look to the future, we expect trans-regional, multi-domain, and multi-functional conflicts will define our future operating environment. A global view is essential in such conflicts. Fortunately, USTRANSCOM has operated globally every day since its inception.

We also expect that future conflicts will cross regional boundaries and potential adversaries and peer competitors will field numerically superior forces with near-technological parity. Those adversaries are aware the United States has become accustomed to geographically-isolated conflicts and enjoyed technological superiority over its adversaries, so we expect contested global sea lanes and air routes to a degree we have not faced since World War II. Potential adversaries seek asymmetric means to cripple our force projection and sustainment capabilities by targeting critical military and civilian assets, both within the U.S. and abroad. Additionally, our enemies continue to use our dependence on the cyber domain against us. With those challenges in mind, every Soldier, Sailor, Marine, Airman, Coast Guardsman and Department of Defense (DoD) Civilian of USTRANSCOM and its Component and Subordinate Commands recognizes it is our duty to ensure the Command remains postured to operate in such an environment and effectively answer the Nation's call, should it come.

Our Approach

To effectively operate in that future environment, we are focused on four priorities: ensuring readiness today while advocating for future capabilities, advancing our capabilities in the cyber domain, evolving the command for tomorrow, and championing an innovative, diverse, and agile workforce.

In prioritizing today's readiness while keeping an eye toward future capabilities, we are advocating for the right mix of personnel, platforms, systems and training to ensure we can provide the global transportation and logistics capabilities our Nation requires. By making the right investments today in enhancements for our air, sea and surface fleets, we will ensure USTRANSCOM delivers the Nation's objectives tomorrow. Through this pursuit, we posture to meet the full range of Unified Command Plan roles and missions in current and emerging trans-regional transportation, logistics, and patient movement requirements.

Improving our cyber defense allows USTRANSCOM to operate freely and effectively. We continue to broaden our scope to actively evaluate and mitigate our command and control, weapon system, and infrastructure vulnerabilities, while identifying and advocating for the critical capabilities, policies, and procedures that ensure mission accomplishment.

As a global Combatant Command charged with delivering national objectives in tomorrow's dynamic security environment, we must challenge our assumptions, accurately forecast trends that shape that future environment, and develop the technologies and ideas that maintain our Nation's competitive advantage. In our pursuit to continuously evolve for tomorrow, we established a relationship with the Defense Innovation Unit Experimental to expedite the implementation of logistics- and cyber-based technologies such as commercial cloud-based technologies which can provide Infrastructure-as-a-Service, Platform-as-a-Service, and Software-as-a-Service offerings to host USTRANSCOM's unique applications. These and

other initiatives will increase our responsiveness, agility, efficiency, and operational processes, while enhancing transparency with our customers and positioning us ahead of emerging challenges and threats.

Finally, our approach recognizes USTRANSCOM requires a talent rich, diverse, creative, adaptive, and innovative workforce to survive today and thrive in tomorrow's dynamic environment. We will create this workforce by recruiting, developing, and retaining the best talent America has to offer. We recognize that doing so requires us to remove cultural, procedural, and policy barriers along the way such as significant civilian hiring reform. We appreciate the attention Congress has placed on this issue with the recent passage of legislation in the 2017 NDAA creating a streamlined civilian on-campus recruiting authority, fast tracking the ability to hire talented personnel for critical positions in an ever-more competitive marketplace. Initiatives improving the speed at which talent can be hired, and opening aperture to additional fast-tracked hiring authorities and policy flexibility, ensures better access to streams of talent benefitting USTRANSCOM.

State of Our Readiness

Without reservation, USTRANSCOM stands ready to deliver on behalf of the Nation today. However, as our approach to the future operating environment indicates, there are challenges that demand our attention to ensure our readiness is never called into question. These challenges fall into the following broad categories: airlift and air refueling, sealift, surface, budget, and workforce issues.

Airlift/Aerial Refueling

Air Mobility Command (AMC), a Component Command of USTRANSCOM, provides an incredible capability to our Nation and the world. As one Total Force team with commercial

partners, AMC provides airlift, aerial refueling, air mobility support, and aeromedical evacuation around the globe, supporting eight combatant commands while operating in 23 countries.

On average, tankers are conducting aerial refueling operations every five minutes over the skies of Iraq and Afghanistan. Additionally, AMC refuels fighter squadrons across the Pacific Ocean to ensure a constant presence throughout the Pacific and refuels nearly all of our North Atlantic Treaty Organization allies during operations and exercises around the globe. Yet the scarcity of forces and their current distribution, coupled with the high operations tempo placed upon them, comes at a cost to the health of the KC-10 and KC-135 fleets.

Currently, the KC-46A program is on track to deliver 179 aircraft by 2028, which will enhance operational agility. The delivery of these aircraft over the next few years remains a critical investment to ensure we can continuously project power around the world, whether in support of humanitarian relief missions or combat operations.

The delivery of the KC-46A alone, however, will not address present concerns with the allocation and distribution of the global tanker fleet. For example, since 2011, the authority of the USTRANSCOM commander to manage tankers globally has been constrained by congressional language prohibiting changes to command and control of scarce KC-135 forces. As global tanker requirements continue to expand, we are seeing more cases where the requirements of a given combatant command are in competition with others. At the same time, we recognize a trans-regional, multi-domain, and multi-functional operating environment combined with proliferating anti-access and aerial denial threats will only place greater strain on the air refueling force. Although we continue to work closely with AMC and the Joint Staff to mitigate the effects on the global tanker fleet, the restriction in place since 2011 continues to limit the USTRANSCOM commander's ability to exercise operational control of high demand Pacific and European tanker forces necessary to meet global and national defense requirements.

Also key to air mobility are our airlift assets and the additional capabilities commercial industry brings to the fight. For our part, the C-17 and C-5 continue to provide strategic airlift the world over while our C-130s meet tactical airlift needs in every region of the globe. We are seeing stress on the strategic airlift fleets and have some concerns about hard choices that have been made to close active duty C-17 squadrons with an eye toward buying that capability back in the reserve component. While both components are capable, maintaining the right balance is critical so we do not create a situation where mobilization is needed for every new mission that might arise.

On the commercial airlift side, our Civil Reserve Air Fleet (CRAF) partners commit aircraft to augment DoD airlift during contingencies and/or emergencies in exchange for government airlift business while also providing commercial airlift services to DoD during peacetime. USTRANSCOM closely coordinates with the Department of Transportation (DoT) in administering the CRAF program. This steadfast relationship has historically provided lift for roughly 40 percent of all DoD air cargo and 90 percent of all passenger movements in direct support of our warfighters. Our 24 CRAF carriers remain ready to support DoD readiness requirements with cargo and passenger support worldwide and we will continue to rely on viable and healthy CRAF program in the future. To ensure the relationship with our CRAF partners remains robust, we've begun contracting with them based on early demand signals, allowing us to move workload to them which would have otherwise been handled by our organic aircraft. This has the dual benefit of providing additional workload to our CRAF partners while also reducing flying hours in our organic fleet.

Sealift

Historically, nearly 90 percent of wartime transportation requirements are delivered through strategic organic and U.S. flagged commercial sealift. In fact, our strategic sealift fleet

provides the ability to deliver a decisive force over great distances. Our U.S. Navy component, the Military Sealift Command (MSC), provides sealift capabilities through ship chartering, prepositioning, and sustainment operations while also executing operational command over the Maritime Administration's (MARAD) Ready Reserve Force ships during contingencies. Without a healthy and viable U.S. Commercial Sealift Fleet, MSC Surge Fleet, and MARAD's Ready Reserve Force, our Nation's military may not be able to deploy as quickly and efficiently as it can today.

The National Security Directive on Sealift and the Sealift Emergency Response Programs provide assured access to U.S. flagged commercial sealift assets, Merchant Mariners, and the global intermodal capability required to augment government owned (organic) sealift capabilities during contingencies. This assured access is provided via the Voluntary Intermodal Sealift Agreement (VISA) which ultimately ensures the U.S. maintains its capability to meet sealift requirements in peace, crisis, or war. The VISA program provides a responsive transition from peace to contingency operations through pre-coordinated agreements for U.S. flagged commercial sealift capacity and systems to support DoD's contingency sealift needs. It allows USTRANSCOM to meet mobilization requirements in a rapid fashion.

At the core of the VISA vessels are our Maritime Security Program (MSP) partners, who are essential to our wartime U.S. commercial sealift capability, and all are participants Sealift Emergency Response Programs. Over time, MSP has provided access to required commercial U.S. flag shipping assets, while also supporting the pool of Merchant Mariners needed to operate MSC's Surge and Ready Reserve Fleet. In this way, the MSP significantly contributes to the supply of Merchant Mariners available to serve on U.S. vessels in time of war while mitigating future risk to our national commercial capacity.

Along with MSP, The Merchant Marine Act of 1920, also known as the Jones Act, provides an additional pool of trained Merchant Mariners and sealift capacity. It does this, and contributes to national defense, by subsidizing a robust, domestic, maritime industry including U.S. industrial shipyard infrastructure for building, repairing, and overhauling U.S. vessels.

Ensuring a healthy U.S. fleet has proven difficult in the larger global context where international shipping has slowed while the industry as a whole has ended up with an excess of ships. Excess supply has caused prices to fall, which has put considerable financial pressure on U.S. flagged vessels. Unfortunately, the U.S. flagged international commercial fleet and Mariner pool has shrunk over time; while we have contingency plans, further reductions may cause us to investigate other options such as using more foreign flagged international commercial vessels manned by foreign crews during crisis or war. American shipping companies continue to re-flag vessels to foreign nations, diminishing the size of our commercial fleet, although that fleet stabilized in recent years at around 80 today. While the U.S. flagged commercial fleet remains the most effective means for us to obtain the necessary sealift capability to meet national defense needs, we are considering a range of options to ensure that we retain the ability to deploy a decisive combat force at the time and place of our choosing. Those options may include new approaches to preserving essential capabilities in the Ready Reserve Force, which among other options, may include non-US built vessels.

Sealift Fleet Recapitalization

Since the 1990s, DoD mobility studies have indicated a requirement for nearly 20 million square feet of Roll-on/Roll-off (RO/RO) capacity to promptly transport materiel wherever needed in defense of the Nation's interests in major conflicts abroad. This includes over 15 million square feet of organic RO/RO capacity on 65 total ships and nearly 4.5 million square feet of U.S. flagged commercial RO/RO capacity gained through VISA. However, we are

projecting a loss of 4.5 million square feet of organic surge RO/RO capacity by 2033 as these vessels reach the end of their service life, with an accelerated loss expected between 2026 and 2031. The organic vessels tasked to meet this requirement are becoming obsolete or unsustainable. Our organic surge vessels, for example, have an average age of 39 years and will begin to reach their 50-year service life in the 2020s. This will result in a critical sealift capacity shortfall, which limits our ability to support the national security requirements. In addition to the RO/RO capacity loss, 10 of 12 special-capability ships will age out of the fleet between 2020 and 2024. These ships provide expeditionary capabilities such as over-the-shore fuel distribution and crane lift to austere or damaged ports, a critical necessity for the deployment of ground forces and for operations in a contested environment. The aging and loss of sealift capacity places a particular urgency on the need to explore options for maintaining critical capabilities, without which the Nation's strategic sealift capability to support future operations will be at risk. We are working closely with the U.S. Navy to maintain the full spectrum of strategic sealift capabilities required to move U.S. forces in current and future operational environments.

In order to keep the recapitalization strategy on track and achieve success in the near term, the used vessel acquisition component must start as early as fiscally possible. This component seeks to purchase vessels leaving MSP or other commercial vessels regardless of country of origin. The acquired vessels would replace the aging organic vessels for a fraction of the cost of new construction and could remain in service for several decades. Congressional support will be needed to gain the necessary authorities and funding for this effort.

Additionally, DoD's current organic surge fleet is composed of several steam-propelled ships. The manning of these ships with seasoned steam certified engineers is a growing concern as commercial industry is expected to retire all steam ships by the early 2020s, while we need to operate them until 2035 unless recapitalization efforts allow us to replace them sooner. As

commercial industry retires their steam ships, our access to a civilian pool of steam-certified engineers and mariners may fall severely (and eventually be) eliminated.

Surface

Since the first stage in delivering a decisive force happens on the ground, our Nation's infrastructure of roads, rails, and ports plays a fundamental and crucial role in the deployment and sustainment of the Joint force. USTRANSCOM closely partners with the Department of Transportation (DoT) and other Federal and State entities to ensure infrastructure within the continental U.S. is ready to support DoD deployment and distribution needs.

USTRANSCOM, through its Army component the Military Surface Deployment and Distribution Command (SDDC) represents the interests and requirements of the DoD to access and safely utilize both private and public transportation infrastructure and services. Currently, the public sector road network remains capable of meeting DoD ground transportation needs while providing adequate access to commercial trucking capacity to meet current and anticipated surface transportation needs.

Just as the availability and safety of drivers and roadways are critical to national defense, our national rail system is of equal importance. Through our Railroads for National Defense Program, and close collaboration with civil sector rail officials and DoT's Federal Railroad Administration, we assess the ability of the U.S. rail system to support military needs. Currently the rail network required to deploy our force is in place and viable. In the next fifteen years, however, we face age-mandated retirements of some of our uniquely capable DoD railcars. We are developing a plan in close collaboration with the Department of the Army to retain this critical transportation capability.

To successfully execute our deployment mission, USTRANSCOM also relies on a collection of both DoD and commercially-owned U.S. seaports, designated as Strategic Seaports.

The primary mission of the Strategic Seaport Program is to ensure DoD has access to sufficient seaport infrastructure to meet contingency deployment needs. None are more important than the main West and East Coast ports of Military Ocean Terminal Concord (MOTCO) and Military Ocean Terminal Sunny Point (MOTSU).

MOTCO on the West Coast is indispensable to USTRANSCOM's support of U.S. Pacific Command's operations and DoD's military capability in the Pacific Theater. Due to the nature and size of this mission, no suitable alternatives exist on this coast and MOTCO's infrastructure assets require critical upgrades and maintenance to remain relevant in the current military environment. Current efforts are centered on preserving the operability of MOTCO's primary pier until it can be replaced. We are also examining additional options for MOTCO to become a modern ammunition port, fully capable of safe and efficient operations to enable uninterrupted delivery of ammunition to the Pacific theater.

At MOTSU, significant infrastructure improvements within the last few years have enhanced our ability to support the EUCOM, AFRICOM, and CENTCOM Combatant Commanders' operations and allow the terminal to meet throughput requirements. We continue to work with the Department of the Army to preserve both seaports by finding and applying resources to reduce risk and prevent capability gaps.

Although our nation's roads, rails, and ports play a fundamental role in the deployment and sustainment of our Armed Forces, nothing is more important than the people and their families who support and execute the mission, at home and abroad. The Defense Personal Property Program provides our Service members, DoD Civilians, and their families with an effective and efficient system for the relocation, storage, and management of their household goods and privately-owned vehicle (POV) shipments. As a testament to our partnership with the Deputy Assistant Secretary of Defense for Transportation Policy, the Services, and commercial

transportation service providers, the Defense Personal Property Program enables nearly 875 service providers to support the movement of approximately 70,000 POVs and around 430,000 household goods shipments globally each year.

An initial review and analysis of the Defense Personal Property Program identified that the end-to-end household goods value chain lacked proper alignment to consistently produce high quality relocation services due to lack of a single program manager and the need for more commercial capacity. Consequently, stakeholders from across the Department have collaborated on initiatives to recommend to key leaders from the military Services. Additionally, the Defense Digital Service recently assessed our primary software and customer interface within the Defense Personal Property System and found that while we are working toward reasonable solutions to the problems our customers have with the system, we are plagued by common problems that can be overcome by focused effort and assistance from the Defense Digital Service. Although still a work in progress, these initiatives are intended to improve the move experience for our Service members while simultaneously posturing the program for institutionalized and sustained continuous improvements. Addressing the challenges of program accountability, customer service, entitlements, standardization, and automation provides an opportunity to incorporate updated technologies and processes that will improve the quality of life and security of our Service members, DoD Civilians, and their families.

Budget Uncertainties

USTRANSCOM's mobility readiness depends highly on our financial health, which in turn relies on the financial posture of Services that provide the capabilities we use to execute our critical missions. Notably, the Budget Control Act and recent Continuing Resolutions have forced the Services to prioritize immediate operational needs over prudent long-term planning and investment, decisions that ricochet inefficiencies through the logistics and transportation

enterprises. More generally, sequestration's impact on readiness, mission operations, and modernization funding will result in the Services being unable to adequately man, train, and equip mobility forces thus presenting a significant readiness challenge. Irregular budgets jeopardize critical mobility acquisition programs like the schedule for the KC-46A program which addresses significant challenges with our aging aerial refueling fleet.

Additionally, our overall readiness and that of other combatant commands is influenced by the joint training and exercises conducted solely through resources provided by the Combatant Commander's Exercise Engagement and Training Transformation program. With an increased emphasis on trans-regional, multi-domain, and multi-functional operations, adequate support to combatant command joint training and exercise programs is as critical as ever.

As we head into FY18, we are projecting adequate financial levels to ensure our readiness, but remain vigilant in light of budget uncertainty. While maintaining our overall readiness, we continue to focus on our commitment to becoming audit ready by complying with the initiatives of the Financial Improvement and Audit Readiness (FIAR) program. At the same time, as we move to multi-modal operations and new Plan, Order, Ship, Track and Pay processes, we are integrating FIAR throughout those processes to ensure audit compliance. Furthermore, we continue to work closely with our DoD counterparts to ensure Transportation Financial Audibility throughout the Department. In an effort to ensure our business processes remain relevant today and into the future, we are striving to be cost-competitive and more transparent with our customers while simultaneously seeking ways to provide a lower, more predictable rate structure. These actions enhance our coordinating role across the deployment and distribution enterprise and ultimately enhance the support we provide the warfighter.

Availability of the Transportation Workforce

Each mode of our transportation network (air, surface, and sea) requires commercial and/or military operators such as truck drivers, aircraft pilots, and sealift mariners. These operators allow USTRANSCOM to transport forces and materiel to the point of need and to return our ill and injured to appropriate medical care. Worsening shortages of these operators limit our ability to successfully deliver required combat power across the globe.

In order to respond anywhere in the world in a matter of hours, appropriate manning levels of both Air Force and commercial pilots are essential. In fact, all DoD aerial refueling and nearly all strategic aeromedical evacuation capability relies on the availability of the U.S. Air Force aircrews from the active and reserve components. Additionally, USTRANSCOM's organic and commercial airlift capabilities deliver roughly 10 percent of all transportation requirements and continue to be a significant force multiplier for the Nation by delivering an immediate force overnight into an area of operations when needed. Pilot manning will remain vital for the near and long-term future of this critical USTRANSCOM capability.

Our Mobility Air Forces and commercial airline partners, however, are experiencing manning shortages. Reduced undergraduate pilot training quotas, changes in force structure, and declining retention (along with aggressive airline hiring for the foreseeable future) will require a concerted effort if we are to mitigate potential negative impacts across the active and reserve components of the U.S. Air Force. By comparison, U.S. commercial airlines, including our partners participating in the CRAF program, expect a pilot shortage of roughly 35,000 pilots through the year 2031. Contributing factors include retirements exacerbated by statutory age limits (i.e., max of 65 years old), an increase in new airline transport pilot certificate requirements, and the continuous growth of the global airline industry.

While monitoring the health of pilot manning, we are keenly focused on the strain the trucking industry continues to feel due to the commercial truck driver shortage (current shortage of 75,000 with a projection of 890,000 by 2027). The industry's ability to attract and retain qualified commercial truck drivers required to move freight for the DoD and the Nation is a growing concern. Persistent shortages are caused by several factors such as quality of life, younger generations not seeking out the truck driving profession, and the pursuit of more desirable job alternatives. Due to the shortage of operators, the trucking industry is currently operating at greater than 95% capacity leaving little to no surge capacity for DoD. In an effort to address and reverse the shortage of drivers, the DoT Federal Motor Carrier Safety Administration implemented initiatives such as granting test waivers for military members with previous commercial motor vehicle experience and expanding their experience validation timeline from 90 days to one year. These efforts are the first steps in addressing the shortage; however, they may not be sufficient to alleviate likely impacts in times of increased demand for DoD's surge requirements. To combat this issue, we are continuously engaged with industry and conducting ongoing analysis and reviewing plausible alternatives, such as increasing the use of multiple modes (rail and truck) and un-manned vehicles.

We will continue to monitor and manage the manning shortages across our three fundamental domains. While supporting DoT's efforts in reversing current trends, we remain determined to ensure a sufficient pool of transportation operators are available to provide our Nation transportation options.

Advancing the Cyber Domain

The greatest challenge USTRANSCOM faces every day is the threat of attack from the cyber domain. Although cybersecurity is a DoD-wide focus area, USTRANSCOM is distinctly vulnerable because the majority of the Command's transportation data resides within and travels

through the unsecure commercial internet. Furthermore, unsecure networks and systems of our commercial transportation service providers, coupled with critical infrastructure vulnerabilities around the globe, almost wholly reside outside our control and pose significant risk to mission assurance. Due to these challenges, USTRANSCOM is prioritizing our key cyber concerns. The Command is collaborating with U.S. Cyber Command, DoD Agencies, Federal cyber organizations, industry, and academia to identify and mitigate gaps and shortfalls, as well as to seize opportunities to advance our cyber domain capabilities.

We have and will continue to encourage industry partners to join together in a transportation-related Information Sharing and Analysis Organization, focused on supporting DoD's transportation mission. Our current partnership with the National Defense Transportation Association (NDTA) Cybersecurity Committee and our semiannual Cybersecurity Roundtables that have drawn interest from across government, industry, and academia are cornerstones of our efforts to build a more responsive, aware, and collective approach to mission assurance.

For example, through our partnership with the NDTA Cybersecurity Committee, we seek to address: cybersecurity issues of mutual concern, rapid sharing of threat information, the application of best practices, and, research on existing and emerging cybersecurity technology and development activity. The committee provides a mechanism to address urgent concerns, such as cybersecurity contract language and the exchange of unclassified and sensitive information between USTRANSCOM and industry partners.

However, there is still much more to do in order to address our current and future cyber capabilities. People, processes, and technology are all key areas where we can enhance our cyber resiliency. Specifically, we must grow and retain a highly skilled cyber workforce; clarify cybersecurity roles and responsibilities across the critical infrastructure sector; implement acquisition policy to provision cloud services and other innovative cyber solutions at the "speed

of need.” We also need to ensure that DoD can rapidly share threat and vulnerability information with our commercial partners while continuing to improve cybersecurity compliance reporting that enables informed risk management decisions appropriate to the situation at hand. We will continue to work with U.S. Cyber Command, DoD Agencies’ cyber organizations, Department of Homeland Security, and commercial transportation partners to mitigate cyber risks to global distribution operations.

Evolving for Tomorrow

Beyond the contested cyber domain, we recognize we will face new challenges across the other domains as well. As mentioned, we expect future conflicts are increasingly likely to occur in an environment contested across all domains, subsequently restricting our freedom of action. Adversaries and geopolitical competitors have the ability today to challenge our freedom of movement from deployment to employment using kinetic and non-kinetic means to disrupt, delay, or deny operations. This creates an environment that places our strategic assets at great risk. As our Joint force prepares to face this challenge, operational plans must reflect the anticipated attrition of both combat and mobility assets and associated personnel.

Future conflicts within the contested environment will also greatly challenge global patient movement operations. USTRANSCOM currently operates the best patient movement system in the world, safely and efficiently moving thousands of our nation’s ill and injured Service members to the medical care they need every year. We are not content, however, to rest on our successes. Recognizing future adversaries might be able to limit our access to the air and cyber domains, we are aggressively exploring surface movement solutions to ensure we remain the best in patient movement no matter the threat or environment. We continue to partner with the Services to expand maritime patient movement capabilities and we are working to rebuild our ability to move patients by rail. Our Nation’s joint casualty stream must be supported by joint

patient movement capabilities that are interoperable, multi-modal, and capable of functioning in a cyber-compromised environment. Synchronized policies, training, and research and development are needed across the DoD to ensure we remain the best in safely moving our ill and injured whenever and wherever needed.

We also conducted a Future Deployment and Distribution Assessment focused on deployment and distribution in a contested environment. This assessment solidified our concerns about the challenges of conducting operations in contested environments and again highlighted that our global network (to include partners and allies) is at risk from threats in all domains – land, sea, air, space, and cyberspace.

Finally, we hosted our inaugural contested environment war game aimed at creating a common understanding of our operations in contested environments. We also sought to recognize the enterprise-wide challenges and develop prioritized mitigation efforts to enable future operations in those environments. The war game also addressed the necessary investments in planning and collaboration with the entire DoD logistics enterprise necessary to develop appropriate mitigation strategies for these threats. Finally, the war game highlighted the need for multiple operating options to ensure resiliency, agility, and responsiveness in future conflicts. An important insight from the war game is that operational plans and fleet sizing considerations must account for the loss of capital assets. These vital principles ensure realistic planning and aligned with risk, resulting in operational resiliency across all domains in future contested environments.

Based on these findings and published defense guidance, we will work with the Office of the Secretary of Defense, CAPE to initiate a new mobility requirements study once defense strategic guidance and the supporting elements, such as defense planning scenarios, mature.

Championing an Innovative, Diverse, & Agile Workforce

In light of all of the challenges and opportunities ahead of us, we recognize our people are our greatest resources and are the ones who will rise to those challenges and seize the opportunities. At the same time, it is clear the competition for talent is becoming more acute. Given that, we are working to recruit, develop, and retain the best talent America has to offer. At the heart of that effort we completed our first-ever headquarters Human Capital Strategic Plan setting short and long term goals for cultivating and managing our large professional civilian workforce. We also entered into an agreement with Defense Logistics Agency that created an individual civilian experiential development opportunity. Goal of effort is to address how USTRANSCOM and Defense Logistics Agency can work together to collectively develop the skills, knowledge, and effectiveness of our civilian workforce. We expect this initial agreement to serve as a baseline we can expand upon in the future. Beyond these early accomplishments, we are positioning ourselves to remain competitive in attracting future talent by identifying and establishing developmental positions within USTRANSCOM.

Our Commitment

For nearly three decades, our Nation has turned to USTRANSCOM's strategic power projection capability to respond rapidly to global threats and disasters. Today, USTRANSCOM continues to deliver 21st century, enterprise-wide, global expeditionary capabilities to the joint force. Anticipating and adapting to challenges will allow us to perform our missions in an ever-changing security environment. These missions continue to trend toward non-permissive, remote, austere, and widely-dispersed locations, but this team of transportation and logistics professionals always finds a way to deliver our national objectives. Our continuous focus on the resiliency and preservation of the Joint logistics enterprise while advocating for the right

investments in our cyber-enabled air, sea, and surface fleets ensures we can deliver the Nation's objectives tomorrow.

Continued Congressional support, coupled with the hard work of the professional men and women of USTRANSCOM and our components, will ensure we are ready to deliver the Nation's Objectives. We will continue to address challenges and vulnerabilities and advocate for innovative solutions as we provide the joint force options for delivering an immediate force tonight and a decisive force when needed. "Together, we deliver!"