

Statement of

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On the State of the Command

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Who We Are – Our Mission

U.S. Transportation Command's (USTRANSCOM) enduring purpose is to project and sustain combat power whenever and wherever our Nation chooses. Within the ever-changing strategic and operational landscape, our logistics and mobility enterprise continue to play an integral role in assuring our Nation's defense as well as provide our national leadership strategic advantage. We must ensure the Joint Force can defend the Nation, take care of our people, and succeed through teamwork. To deter and win, the 2022 National Defense Strategy (NDS) directs the Future Joint Force to be lethal, resilient, sustainable, survivable, agile, and responsive.

As one of eleven combatant commands, our warfighting team is a diverse force, comprised of our component commands, subordinate commands, interagency and commercial partners of the broader Joint Deployment and Distribution Enterprise (JDDE). The entire enterprise works together to move the right capabilities to the right place, at the right time. Our assigned Unified Command Plan responsibilities are executed through three 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 two major subordinate commands (Joint Enabling Capabilities Command [JECC], and the Joint Transportation Reserve Unit). Our key mobility mission areas include sealift, strategic seaports, air refueling, airlift, aeromedical evacuation, domestic rail, and motor and barge freight. The JDDE operates as a Total Force, harnessing the unique skills of Active Duty, Reserve, National Guard, Merchant Marine, and Civilian teammates who are vital to our ability to bolster warfighting readiness.

The Department of Defense's (DOD) ability to project military forces is inextricably linked to commercial industry. Our industry partners provide critical transportation capacity and

global networks to meet day-to-day and wartime requirements. Annually, USTRANSCOM spends approximately eight billion dollars in organic and commercial transportation services to execute DOD mission requirements. USTRANSCOM also partners with other U.S. Government Departments and Agencies, such as the U.S. Department of State, U.S. Department of Transportation (DOT), especially the Maritime Administration (MARAD) as they operate and maintain the government-owned sealift fleet. We also partner with the Federal Highway Administration within the DOT, the Defense Logistics Agency (DLA), the General Services Administration, and other key logistics partners who provide the funding for deployment and distribution operations. These partners also establish the policies which guide our efforts and are also customers of the Defense Transportation System.

USTRANSCOM has assumed the role as the DOD's single manager for Global Bulk Fuel Management and Delivery. This mission represents a different approach to managing bulk fuel within the JDDE, synchronizing a complex system-of-systems to achieve unity of effort. Partnering with DLA's capability and expertise, USTRANSCOM will synchronize posture, planning, execution, and provide advocacy for capabilities and resources to meet the energy needs of the Joint Force in competition and conflict. In accordance with Section 352 of the fiscal year (FY) 2022 National Defense Authorization Act (NDAA), USTRANSCOM achieved initial operating capability in February. We expect to achieve full operational capability by the end of FY24.

Where We Are – Strategic Environment

Strategic competition is a reality today, and the JDDE's competitors are maneuvering fluidly between conventional and gray-zone activities. Mobility obstacles are encountered at every step in the deployment and distribution process, from the homeland to the destination.

Over 85 percent of the Joint Force is in the Continental U.S., and our competitors are on a trajectory that will present persistent threats across multiple domains simultaneously. Since 2018, we have acknowledged that the homeland is not a sanctuary. Our adversaries conduct espionage and malign influence campaigns, leverage public investment and state-owned enterprise activities, and utilize cyber and space-based capabilities to gain access to, obtain placement within, and to target U.S. national security interests – including the JDDE and associated dependencies. Adversarial diplomatic, information, commercial, and economic threats are now also complemented with their increased long-range kinetic-denial capabilities. If these threats are not mitigated, our power projection capabilities will be put at further risk and the mobility enterprise will be forced to “fight to get to the fight.”

The President’s National Security Strategy (NSS) makes clear that the People’s Republic of China (PRC) and Russia are working aggressively to undermine democracy and export a model of governance marked by repression at home and coercion abroad. In their own ways, both seek to erode the legitimacy of established international norms and laws that have persisted for almost a century. Geopolitically, the PRC remains our most consequential pacing challenge; followed closely by Russia, an acute threat. Other persistent threats including North Korea, Iran, and violent extremist organizations are developing or acquiring new capabilities and pursuing strategies that could challenge our ability to deploy and sustain the Joint Force.

Furthermore, strategic competitors such as the PRC continue to leverage their economic position to diminish U.S. influence and present increased risk to access, basing, and overflight (ABO) across the globe. Regional instability in places such as Africa, the Middle East, and Latin America, as well as transborder issues like natural disasters and pandemics, will continue to challenge the Joint Force and drive requirements for USTRANSCOM support. The JDDE is

accustomed to sustaining forward-deployed forces across largely uncontested environments. Logistics realities are changing and the JDDE cannot presume it will enjoy similar freedom of maneuver and execute operations with full access to our lines of communication on the ground, in the air, at sea, and in space. Our ability to project, maneuver, connect, and sustain are critical capabilities for the Joint Force. The supporting infrastructure must be protected and strengthened to achieve our National Security goals.

The JDDE must accelerate the momentum it has generated to meet these challenges. We cannot rest on past successes, nor cede an advantage to our competitors. Our Nation's strategic network of Allies and partners provides capacity, logistical capabilities, intelligence, and ABO agreements that empower the U.S. to successfully compete against global challenges. The command's ABO permissions are the lifeblood of global mobility and must be nurtured. Access, basing, and overflight is not guaranteed, can change anytime, and can even be denied for humanitarian assistance. Assured access to and through foreign nations is accomplished through sustained engagement and agreements with our Allies and partners.

This network of Allies and partners enables assured force projection and freedom of maneuver, reducing the challenges associated with maintaining operational reach over extended distances. The JDDE relies on the diverse and expansive capacity of global infrastructure, both government-owned and commercially-owned and operated, to deliver an immediate force tonight and a decisive force when needed. We must also be cognizant of impacts that transnational issues, such as climate change, have on our readiness. We will make our supporting systems more resilient and agile in the face of transnational threats to preserve operational capability and protect key systems. The collective influence of our enterprise and Nation to shape the strategic

environment can provide competitive advantage, senior leadership decision space, and complicate the decision matrix of any potential adversary.

Where We Are Going

For decades, most transportation and logistics activities were conducted in uncontested environments; clearly the strategic environment has changed. We must grow our capabilities to ensure that logistics never becomes the weak link. We will set the conditions for a strategic environment where the JDDE can project and sustain the Joint Force, at a time and place of the Nation's choosing, under persistent, all domain attack. While our competitors are not invincible, the threats are real and the imperative to change is urgent. This decisive decade demonstrates the importance of the NDS's priorities of defending the U.S. homeland; deterring strategic attacks against the U.S., Allies, and partners; deterring aggression and being prepared to prevail and building a resilient Joint Force and defense ecosystem. USTRANSCOM's capabilities will be the engine that propels the NDS by underwriting the lethality of the Joint Force ensuring the viability of deterrence operations and providing our national leadership with strategic flexibility. The command will enable our national priorities through the NDS's strategic ways of *Integrated Deterrence, Campaigning, and Building Enduring Advantages*.

By nesting our strategic priorities and campaign objectives within the NDS framework, USTRANSCOM is focused on ensuring the JDDE is ready and effectively postured to accomplish its mission when called upon. *Integrated deterrence* is predicated on making the adversary doubt they can achieve their objective. This relies on USTRANSCOM's readiness to fight, deliver, and win through our global mobility posture. USTRANSCOM force posture will focus on the access and warfighting requirements that enable our Nation's efforts to deter potential PRC and Russian aggression. Strengthening relationships with Allies, partners, and

commercial industry will expand ABO options, thus creating positional advantage across all domains. When used in concert, posture and capacity provide a true asymmetric and strategic advantage for the Nation.

Our *active campaigning* includes the Globally Integrated Exercise, Pacific Sentry, Air Mobility Command's Exercise Mobility Guardian '23, and other joint exercises that put a premium on closing operational gaps to strengthen deterrence and develop new concepts to prevail. Our efforts to recapitalize mobility fleets, modernize systems, and employ new operational concepts will enhance enterprise capabilities that we can deploy rapidly in time and space. Large-scale exercises, fleet readiness activations, and focused wargames will enhance interoperability and trust across the Joint Force, with Allies, partners, and the commercial industry. For example, in preparation for standing up the Tanker Security Program (TSP), Military Sealift Command initiated a wargame series with MARAD, labor, and other industry stakeholders to better understand their capabilities and ability to expand and meet the bulk fuel demand at time of need.

Building enduring advantages begins by addressing critical vulnerabilities. Investing in and hardening a resilient defense ecosystem will strengthen our commercial and military transportation networks across multiple domains, especially space and cyber. We expect disruption in our operations and are focused on cyber mission assurance and digital modernization to ensure our ability to conduct globally integrated command and control and to generate decision advantage. With significant volumes of data and advanced analytics, we expect to posture efficiently, recover quickly, and accelerate the application of our capacity.

Finally, our people will make the difference between victory and defeat. We continue to develop our warfighting team with a competitive mindset and acknowledge the challenges

present today. By embracing the imperative to be ready now and in the future, our people understand the mission and are continually adapting to maintain our Nation's competitive advantage in power projection.

How We Will Get There – Warfighting Framework

USTRANSCOM is focused on shaping and directing the capabilities and concepts necessary to operate in the future contested environment, which includes multi-modal solutions for transloading cargo, fuel, and personnel, including patients, between commercial and military capacity and delivering the last 1,000 tactical miles in a contested environment. Our analysis goes beyond the mobility platforms and integrates key warfighting functions, current wartime demands, and future concepts entailing maneuver and distributed operations. We have advanced significantly in our analytic framework to better conduct globally integrated mobility operations and the synchronization of our Global Mobility Posture, Global Mobility Capacity, and Global Command, Control, and Integration. These critical elements create USTRANSCOM's warfighting framework through which we carry out our missions.

Global Mobility Posture

Global Mobility Posture is the foundation of our ability to project power. It starts here at home, with installations and infrastructure, such as ports, highways, railways, and pipelines to mobilize and deploy forces. The ability to leverage a global distributed and scalable logistics network is highly dependent on our deep bench of diplomatically aligned Allies and partners. Their support, garnered through diplomacy and combatant commander relationship building, secures the critical ABO that enable our freedom of maneuver. This requires a whole of government approach, including commercial industry efforts, to solidify and amplify our established nodes and routes. These dense layers of contacts and contracts – military and

commercial – are critical to our ability to set the globe. They also enable regional agreements that expand the availability of critical resources in remote locations, especially fuel. The command has already initiated a campaign to close gaps in the Joint Petroleum Enterprise and implement storage and distribution improvements in priority theaters.

We must expand and strengthen our global transportation networks to facilitate our ability to aggregate force packages to fight during periods of domain superiority, and then disaggregate to survive. We will continue to expand access and protect our lines of communication through the collaborative pursuit of technologies to improve the agility and flexibility of the JDDE, while also advocating for key infrastructure investments.

USTRANSCOM supports the Services' efforts to invest and improve the Nation's overseas airbase and seaport defense as well as protection measures for our lines of communication.

While we don't own protection forces, we advocate in conjunction with other Combatant Commands and Services to ensure our equities are not at unacceptable risk, thereby ensuring the success of our operations.

To successfully execute our deployment mission, USTRANSCOM also relies on a collection of both DOD and commercially-owned U.S. Strategic Seaports. The primary mission of the Strategic Seaport Program is to ensure DOD has access to sufficient seaport infrastructure to meet the Nation's objectives. Military Ocean Terminal Concord (MOTCO), on the West Coast, is the sole strategic ammunition seaport that serves the Indo-Pacific area of operation. The Department has made appropriate and significant investments in MOTCO to replace failing infrastructure and is endeavoring to acquire and install two ship-to-shore cranes to preserve the ability to meet ammunition demands. At Military Ocean Terminal Sunny Point (MOTSU) on the East Coast, major enabling infrastructure components including the operational wharfs are

approaching the end of useful life and must be replaced to allow the terminal to meet ammunition throughput requirements. We continue to work with the Department of the Army to preserve and modernize both seaports by securing and applying resources to reduce risk and prevent capability gaps.

USTRANSCOM assesses that our Nation's infrastructure is currently capable of supporting military transportation requirements, but we must continue necessary investment to keep it that way. The recently passed Infrastructure Investment and Jobs Act presents opportunities to reinforce and modernize strategic components of our national transportation system and increase resiliency. Through the established Highways, Railroads and Ports for National Defense Programs, USTRANSCOM will continue to proactively engage both civil and private sector partners to address identified concerns and challenges.

Global Mobility Capacity

Global Mobility Capacity includes sealift, air refueling, airlift, aeromedical evacuation, rail, motor transport, bulk fuel, and the ability to fully mobilize the Total Force at the time and point of need. When necessary, we can rapidly increase capacity through our emergency preparedness programs, which include the Civil Reserve Air Fleet (CRAF), Voluntary Intermodal Sealift Agreement (VISA), and Voluntary Tanker Agreement (VTA). All our available capacity, including emergency preparedness programs, must continue to represent a credible option for delivering fuel, munitions, personnel, evacuating patients, and materiel – regardless of the environment. The JDDE relies on an integrated and balanced approach between government-owned and commercial capacity at a tempo necessary to achieve national end states, and in tight coordination with interagency partners, the Joint Staff, Services, other combatant commands, and our commercial partners.

Global Command, Control, and Integration

Our third warfighting element, Global Command, Control, and Integration is of high concern because the exercise of authority and direction to plan, coordinate, synchronize, and control operations at echelon is critical to our success. We need platforms that are securely connected and have an appropriate level of battlespace awareness to align scarce mobility resources with the highest strategic needs. Cyber mission assurance and digital modernization will enable our ability to conduct globally integrated command and control and generate decision advantage for leadership. To do so, we must begin by treating data as a strategic asset which is why we are committed to becoming a data-driven organization with the capabilities, tools, and culture to gather and analyze data to inform better business and operational decisions.

Our military and commercial platforms will require integration into the battle networks, resourced cryptographic modernization, and a resilient Positioning, Navigation, and Timing ecosystem. We must be linked into the distributed command and control constructs and resources to identify and mitigate any adversary's malicious cyber activity against our networks and systems. Last year, we completed implementation of Zero Trust capabilities on our classified network, a cyber security framework that embeds security throughout the architecture to prevent malicious actors from accessing our most critical assets. We reached baseline maturity level, and we will continue to advance this initiative – especially in the unclassified environment.

USTRANSCOM also partners with commercial transportation service providers to share threat information and best practices to ensure mission success. We work closely with the commercial transportation service providers to enforce cyber security standards in our contracts. Those cybersecurity standards are in place to safeguard defense information and call for annual

assessments of their networks. We collaborate with interagency partners on information sharing and initiatives to ensure shared understanding of emerging threats and improve voluntary avenues to harden commercial networks.

USTRANSCOM has embraced the 3-year DOD Artificial Intelligence and Data Accelerator Initiative to help improve the command's data posture and set the foundation for future advanced analytic opportunities. Building on lessons from Afghanistan and Ukraine, USTRANSCOM established a community space within Advana, dubbed Pegasus, to provide a data repository and analytic tools to modernize our analysis capabilities. This is the first crucial step in our utilization of advanced visualization, analytics, and machine learning capabilities to create decision advantage.

Year in Review

In the last year, we once again demonstrated the positive impact a dedicated logistics combatant command can have on global operations. USTRANSCOM's logistical prowess remains on full display as we balance the rigors of our global mission, while ensuring Ukraine receives the aid necessary to defend their nation. In FY22, USTRANSCOM delivered over 299,000 passengers and over 236,000 short tons (STONs) by airlift and over 11.6 million square feet of cargo by sealift.

USTRANSCOM began delivering security assistance cargo for Ukraine in January 2022 and continues to deliver hope and aid to the Ukrainian people on an expedited basis. Since then, the command has delivered more than 377 million pounds (a/o 17 Mar 23) of security assistance equipment to Ukraine that is enabling critical success on the battlefield against the Russian force that invaded on February 24th of last year. Even while USTRANSCOM moved troops and security assistance to Europe, it continued to support operations and exercises around the globe.

The command supported Operation FLY FORMULA and moved 76 STONs (47 pallet position equivalents) of specialty infant formula from Europe to the United States during a severe shortage in May 2022.

The command also supported USINDOPACOM's Exercises Iron Storm and Keen Sword by airlifting 1,052 service members and 841 STONs of cargo. These large-scale events are a series of joint and bilateral field training exercises designed to increase combat readiness and interoperability between U.S. and Allied nations. USTRANSCOM also delivered 1,484 service members and 93 STONs of cargo in support of Exercise Native Fury, a bilateral training exercise held with USCENTCOM and Saudi Armed Forces. The exercise enabled increased strategic access within the Trans-Arabian Transportation Network and refined our command-and-control processes.

To enable an agile and effective planning process, USTRANSCOM deployed 278 communicators and planners from the Joint Enabling Capabilities Command in support of each combatant command, NATO, the Joint Staff, and numerous military and government organizations. These personnel deployed in support of defense support of civil authorities five times including support to COVID-19 response and Hurricanes Ida and Ian. Additionally, they answered the call 25 times in support of crises around the globe, including support to our USEUCOM partners in response to Russia's full-scale invasion of Ukraine.

Throughout FY22, USTRANSCOM conducted extensive global operations, delivering over 99.2 million gallons of fuel during air refueling missions, which resupplied over 56,000 receiver aircraft on over 26,000 missions (33,641 sorties). Furthermore, USTRANSCOM supported 40 bomber task force missions, reassuring our partners across all six theaters, and reminding adversaries how quickly we can project combat power. These missions in the Indo-

Pacific displayed combat credibility and furthered multi-lateral integration, ABO efforts, and deterrence. USTRANSCOM also supported multiple fighter aircraft movements and intelligence, surveillance, reconnaissance support missions for USINDOPACOM, USEUCOM, and USCENTCOM solidifying our global campaign plan and signaling support to our Allies.

USTRANSCOM also created a fuel bridge and delivered 120,000 gallons of diesel fuel to sustain the U.S. Embassy and USAID operations in Haiti in response to the health and security crises on the island. Globally, USTRANSCOM safely conducted 5,381 patient movements.

Recapitalization and Modernization Efforts

Proactive mobility recapitalization efforts are crucial for us to effectively operate in a future contested logistics environment. USTRANSCOM's assessment of mobility sufficiency under the NDS found our current mobility capacity sufficient, but at increased levels of risk due to our adversaries' focused and persistent efforts. Risk is further heightened by an erosion of readiness and capacity in key mobility areas.

Sealift

Sealift is vital to delivering the decisive force. In wartime, 90 percent of military cargo will be transported via sealift. The average age of the 44 Roll-on/Roll-off (RO/RO) ships we use to surge from the Continental U.S. is 44 years old. In fact, 17 of the 44 ships are 50 years or older. Therefore, USTRANSCOM supports the Navy's strategy to recapitalize the government-owned fleet by acquiring foreign-built used sealift ships from the commercial market and further requests to provide the Secretary of Defense discretionary authority to purchase foreign built ships to expeditiously replace the aging ships under more favorable market conditions. This includes removing the overall limit on the number of used sealift vessels DOD can procure,

currently authorized at nine ships. We are already a generation late in recapitalizing a ready sealift fleet to meet our national objectives.

Working with MARAD, we have purchased two used RO/RO vessels and are in the process of purchasing three used roll-on/container ships with over one million useful square feet capacity. However, the process must be accelerated if we are to keep pace with the retirement schedule. To maintain sealift capacity and preserve sealift readiness, we are advocating to accelerate used vessel purchases and to reconsider the current retirement plan to retain a number of viable ships. Furthermore, we have taken steps to address the Department's shortfall in meeting wartime fuel delivery demands, and the vulnerable position of continued reliance on the use of foreign flag tankers. We are working jointly with MARAD to implement the Tanker Security Program (TSP). These efforts will provide assured access to U.S. flag tankers and begin to reduce risk in sealift tanker capacity. With the assured access provided by the 60-ship U.S. flag sealift vessel Maritime Security Program, and increased funding to preserve the operational readiness of the U.S. government-owned ships in the Ready Reserve Force, we will bolster our ability to conduct operations at sea and meet DOD requirements with the most useful capacity while maintaining a U.S. flag presence in international trade. This capacity and global reach through integrated networks provided by our industry partners is critical when we consider a theater such as USINDOPACOM.

The health of Merchant Mariner Readiness requires continued assessment to ensure an adequately trained supply to crew our surge fleet while minimizing impacts to commercial industry. The supply of contract mariners is sufficient to meet the initial sealift surge when government reserve ships are activated but will be challenged with the ability to sustain crewing

requirements over an extended period. The post-COVID recovery has highlighted significant workforce concerns to maritime stakeholders to include recruiting and retention.

We are encouraged by MARAD's efforts to collaboratively identify issues, potential solutions, and support a whole-of-government approach to address this national security matter. We will employ Navy Reserve tactical advisors on commercial vessels and expand our consolidated cargo capability. This will include providing regular training opportunities to expand mariner proficiency in consolidated cargo operations and utilize multi-modal solutions to deliver across dispersed locations in compressed timelines.

Air Refueling

The air refueling fleet is the backbone of rapid global mobility and the foundational component enabling the nation's asymmetric advantage in global force projection. USTRANSCOM supports Air Force efforts to continue air refueling recapitalization and funding over the long term to replace aging aircraft and sustain fleet capacity while pursuing modernization. The September 2022 declaration of worldwide employability for the KC-46 aircraft placed us a step closer to being fully mission capable. Building depth of trained operators and maintainers to sustain sufficient daily and wartime capacity as units undergo conversion is critical as recapitalization continues.

Credible air refueling capacity must simultaneously cover multiple high-priority global demands, which causes daily and wartime concerns within the air refueling fleet. USTRANSCOM's recent assessment of mobility sufficiency under the NDS indicates an inventory of 466 total aircraft as sufficient, but at elevated risk. When the last KC-46 on contract is accepted into the Air Force, the average age of the remaining KC-135s will be 67 years old, emphasizing the need for continued recapitalization and investment in the Next Generation Air-

Refueling System (NGAS). While USTRANSCOM is solution-agnostic, the nature of global demand continues to emphasize the utility of comparably higher quantities of platforms to ensure sufficient quantities of booms and drogues are in the air at any given time to meet the significant number of simultaneous requirements. It is critical that the Air Force continues a full recapitalization program and invest in the NGAS to maintain credible capacity and provide the persistent connectivity, improved survivability, and increased agility necessary to operate in future contested environments.

Strategic Airlift

The strategic airlift fleet remains vital to rapid global mobility, which the Joint Force relies on extensively to meet both daily competition and wartime demands. The three most recent DOD-level mobility studies have each validated our current capacity achieves strategic airlift requirements (30.5 million-ton-miles per day). Our ongoing efforts using a mix of organic and commercial capabilities to airlift time-sensitive aid to Ukraine, in largely uncontested environments, and the USEUCOM effort in support of our NATO allies illustrates this capability. The requirements to move outsized and oversized cargo early in future high-end conflicts underscores the demands for a sizeable and healthy organic strategic airlift fleet to fulfill the requirements that the CRAF cannot. The C-5M aircraft is essential to these efforts and requires increased resourcing to achieve required readiness levels. The Joint Force's continued high demands for strategic airlift requires capable and ready fleets to ensure the U.S. maintains its asymmetric advantage in this critical area.

Intra-Theater Airlift

C-130 aircraft provide airlift support necessary to operate within any theater to support a sizeable, deployed force engaged in combat operations. This includes transload movement from

commercial aircraft, and time-sensitive movement of forces, supplies, and battlefield aeromedical evacuation – all of which emphasize the need for tactical airlift capability. The USAF planned retirement of C-130H aircraft has reduced inventory from 300 total aircraft to 279 total aircraft in FY22. The FY23 NDAA allows for the divestment of eight C-130 aircraft in FY23 to decrease the total aircraft inventory to 271 and then maintain a fleet of 271 total aircraft across the Future Years Defense Program, which USTRANSCOM supports at an elevated, but acceptable risk. Future Joint and Service operating concepts entail the maneuvering of forces across broad distances via airlift and sustaining of forces across broadly distributed operating locations, which elevates demands for theater lift.

Patient Movement

The importance of our Patient Movement enterprise cannot be overstated. The casualty evacuation requirements in current planning scenarios demonstrate the same number of patients evacuated in all of 2022 will likely require evacuation every week during a future near-peer conflict. USTRANSCOM will continue to align the Patient Movement enterprise within the command's warfighting framework to support command authorities, scale forces, develop innovative capabilities, and posture scarce aeromedical evacuation mobility resources globally to conduct patient movement in support of the highest strategic priorities. The future of patient movement depends on in-theater treatment capacity, expanding access to Allies' and partners' regional hospitals, improved surface and air options, innovative training to meet future casualty stream requirements, and development of effective and efficient multi-modal patient movement platforms.

Defense Personal Property Program (DP3)

Our Defense Personal Property Program (DP3) team is moving forward on transforming how DOD provides moving services to customers. Service members, DOD civilians and their families are our most critical asset, and we continually seek to improve our DP3 processes through all venues possible. There are multiple initiatives in work to transform and improve the Department's relocation program with the Global Household Goods Contract (GHC) being our flagship DP3 reform effort. With the November 2022 Court of Federal Claims' (COFC) decision to uphold the contract award to HomeSafe Alliance, our work on the GHC transition has officially resumed in full force. GHC will bring the biggest reform to how we move our service members and families in the history of the program.

Our coordination with HomeSafe Alliance, the Services, and the DOD professionals who provide counseling to our service members and families is underway and we are gaining momentum. The GHC is expected to deliver quality, on-time packing, shipping, and delivery of customers' household goods through improved centralized management of the DOD's approximately 310,000 annual household goods shipments. It fundamentally restructures our relationship with the household goods moving industry to deliver the quality service members and their families deserve with the accountability Congress demands. We are currently working to refine a measured, conditions-based phase-in of domestic shipments after the 2023 peak moving season beginning in September. International household goods and accompanied baggage shipments transitions will follow and move under GHC in 2024. We owe it to our customers to ensure they have the best relocation experience the enterprise can provide, and that remains our focus.

Conclusion

To remain successful, USTRANSCOM must be ready to project power today and tomorrow, and we will only achieve this together. Recent successes in Operation ALLIES REFUGE and delivery of substantial aid to Ukraine have validated our reputation and generated momentum. While we have achieved success over our 35-year history as a combatant command, we know we must continue to innovate and accelerate the changes necessary to remain ready now and into the future. We cannot rest on our laurels – the risks are too great. Our competitors are watching our every move and quickly digesting lessons learned to improve their own power projection capabilities while also enhancing their ability to disrupt, degrade, or deny our capabilities. Contested logistics highlights that our actions to deliberately recapitalize organic mobility capabilities, and to modernize the JDDE, must continue for the DOD to maintain asymmetric advantages and deliver on our national security requirements.

Our command has always met challenges with innovation, determination, and professionalism to deliver success. Time after time, when our nation called, we delivered. To deliver in the future requires focused attention today. Powered by dedicated men and women, USTRANSCOM underwrites the lethality of the Joint Force, advances American interests around the globe, and provides our nation's leaders with strategic flexibility to select from multiple options, while creating multiple dilemmas for our adversaries. I thank Congress for your continued support to the men, women, and mission of USTRANSCOM. We remain dedicated to fight, deliver, and win!

Together, We Deliver!