

# MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND



U.S. ARMY



# SDDC



## \*R.E.A.D.Y., SET, GO CAMPAIGN PLAN OVERVIEW

2020

ACHIEVING \*S.P.E.E.D.



R.E.A.D.Y. for Today

SET for the Future

GO = People

\***R.E.A.D.Y.** - "Responsive to the Warfighter, Expeditionary - Fight Tonight, Fight Fast, Anticipatory, Delivering Readiness and Lethality - at Speed!, and Your Mission Partner to achieve National Objectives."

\***S.P.E.E.D.** - "Strategic in Execution, Power Projection, Enabling Warfighter Readiness, Experts in Intermodal Operations, and Dynamic Force Employment."

## SURFACE WARRIORS



U.S. ARMY  
SDDC

### MISSION

INTEGRATE AND SYNCHRONIZE SURFACE DEPLOYMENT AND DISTRIBUTION CAPABILITIES TO PROTECT AND SUSTAIN THE ARMED FORCES IN SUPPORT OF THE NATION'S OBJECTIVES.

### VISION

A POWER PROJECTION TEAM... THAT COORDINATES, SURFACE DISTRIBUTES, AND DELIVERS THE RIGHT LOGISTICS TO THE RIGHT PLACE AT THE RIGHT TIME TO SUPPORT THE DISTRIBUTION READINESS THAT ALWAYS ACHIEVES THE DESIRED EFFECT AND TIMELINESS OF DELIVERY.

### WARFIGHTING READINESS

CYBER DOMAIN MISSION ASSURANCE  
EVOLVE FOR TOMORROW  
ADVANCE DECISION MAKING  
TAKE CARE OF THE TROOPS



STRATEGIC READINESS  
FUTURE FORCE  
SOLDIERS AND PEOPLE



R.E.A.D.Y. FOR TODAY (COCOM)  
SET FOR THE FUTURE (FORWARD)  
GO - PEOPLE (DEVELOP)

**R.E.A.D.Y. SET GO**

**CHARACTER READINESS HONOR**

**TRUST TEAMWORK TRANSPARENCY**

**D2 READINESS (COCOMS) (ENABLE)**

OBJ: WARFIGHTING & WARFIGHTER FOCUSED  
OBJ: SPEED IN EXECUTION  
OBJ: CYBER READINESS

**FORWARD (FUTURE) (REFORM-MINDED)**

OBJ: EVOLVE FORWARD/  
ADAPT TO CHANGE/  
SHAPE THE FUTURE  
OBJ: DRIVE REFORM INITIATIVES  
OBJ: WITH STAYING POWER  
OBJ: SDDC - SET THE GLOBE

**PEOPLE (DEVELOP) (OUR STRATEGIC ADVANTAGE)**

OBJ: DISCIPLINED, TRUSTED PROFESSIONALS THAT CARE  
OBJ: 100% PEOPLE DOING 100% OF THE RIGHT WORK

**8 READINESS LEVERS**

STRATEGIC SEAPORTS

RAIL

VESSELS (ORGANIC, COMMERCIAL)

TRUCKS/  
HIGHWAY

AMMO PORTS  
CONTAINERS

4TH COMPONENT

MISSION COMMAND

TOTAL FORCE INTEGRATION & ANALYSIS



THE ARMED FORCES  
"SPEED"  
SURFACE WARRIORS

### SDDC FORCES

- 5 BRIGADES
  - 12 BATTALIONS
  - 3 RAPID PORT OPENING ELEMENTS
  - TRANSPORTATION ENGINEERING AGENCY
- ~2,400 AC/DAC/IN

### DSC

- 4 BRIGADES
  - 1 EXPEDITIONARY RAIL CENTER
  - 12 BATTALIONS
  - 18 EXPEDITIONARY TERMINAL OPERATIONS ELEMENTS
  - 10 AUTOMATED CARGO DETACHMENTS
- ~2,700 SOLDIERS

~5,100 TOTAL

**WARFIGHTING & WARFIGHTER FOCUSED**



# From the Commander

## CHARACTER - READINESS - HONOR

**People are our strategic advantage!** Their training and development is essential to achieving our mission success. Together, we will continuously strive to create a culture where everyone is treated with dignity and respect and can learn, thrive, and grow to reach their full potential. We must always open the aperture to broad collaboration to build a culture of certainty – founded on trust and transparency. This culture will spark the bold, innovative ideas, options and possibilities we need to stay R.E.A.D.Y for today, SET the conditions for the future, and GO forward with disciplined, trusted professionals that care.



Our creed must be to continuously embody the conscience and integrity (**Character**) to make the hard right choice when the moment comes; a Team whose actions exude the Warrior/Civilian Ethos (**Readiness**), and the honor to live up to all Army Values (**Honor**) and execute all missions with excellence as a habit and return with honor. It is our quest to be the most professional, power projection, ethics-based Team with a reputation founded on these attributes.

**S.P.E.E.D. is our organizational guiding principle.** *Achieving S.P.E.E.D* in all we do unites us in our common purpose – **to move, deploy, and sustain the Armed Forces to deliver readiness and lethality at speed!** Speed matters! If we operationalize our campaign plan with vigor and relentless passion, at all echelons, the output will drive us to: Speed of War, Speed of Movements, Speed of Operations, Speed of Decision-making, Speed of Information-sharing, Speed of Assembly, Speed of Documentation, Speed of Finance, Speed of Trust, and if we get it all right, we move at the Speed of Relevance. The volume, tempo, and complexity of movements is now at historic levels, great power competition is the new strategic calculus, and the speed and scale of movements has increased dramatically. As an organization, we must be R.E.A.D.Y and SET in the right boxer stance to respond to today's complex world, which means that gaining and sustaining the initiative, being anticipatory in all we do, and building SHIPs (relationships, partnerships, & friendships) is essential for us to win in a complex world. We win in the Future Plans and Future Ops space – this is called Left of Boom – “the Boom” is the Current operation, today, the here and now. The metric is no diving catches when we get to this point – we generate speed and strategic readiness at the tactical edge when we win Left of Boom. S.P.E.E.D as written below is a method, mindset, and the output to our success:

**S**trategic in Execution - operationalizing, institutionalizing, living Left of Boom  
**P**ower Projection – delivering readiness and lethality that wins  
**E**nabling Warfighting Readiness – our top priority; readiness is king  
**X**perts in Intermodal Opns- integrating/synchronizing our 8 Readiness Levers  
**D**ynamic Force Employment – our National Objective

In a world of great power competition, it is necessary for us to achieve the S.P.E.E.D factors required to expand our competitive space globally and stay organized for combat, to ensure we WIN today and WIN tomorrow. **Winning Matters!**

We are all **SURFACE WARRIORS!** We must understand at all echelons the responsibilities we each have to engage effectively every day in planning, organizing, and executing our mission to enable warfighting readiness. We fight through our brigade and battalions (active & Reserve) they are our center of gravity and we must strive daily to set them up for success. Every Surface Warrior must be able to identify in this plan their purpose and execute their duties with vigor and a relentless warfighting spirit. **If we accomplish anything - it will be because we did together!**

**Surface Warriors!**

IT'S GO TIME!

**MG Stephen E. Farnen**  
The 21st Commander of SDDC

**Learning Organization - Commander Centric**

# ACHIEVING S.P.E.E.D.

## OUR PURPOSE:

MOVE, DEPLOY AND SUSTAIN THE ARMED FORCES TO DELIVER  
READINESS AND LETHALITY - AT SPEED.

## OUR MISSION:

INTEGRATE AND SYNCHRONIZE GLOBAL SURFACE DEPLOYMENT  
AND DISTRIBUTION CAPABILITIES TO PROJECT AND SUSTAIN  
THE ARMED FORCES IN SUPPORT OF THE NATION'S OBJECTIVES.

## OUR VISION:

A POWER PROJECTION TEAM...THAT COORDINATES SURFACE  
STRATEGIC MOVEMENTS TO ASSURE DEPLOYMENT AND  
DISTRIBUTION READINESS THAT ALWAYS ACHIEVES THE  
DESIRED EFFECT AND TIMELINESS OF DELIVERY.

ANTICIPATE - DECIDE - ACT

# CAMPAIGN PURPOSE

To Operationalize the R.E.A.D.Y., SET, GO Strategic Framework

## WHAT IT MEANS TO BE A SURFACE WARRIOR

- ➔ Delivering the 4xTs = Trust, Teamwork, Transparency and the Total Approach (E2E)
- ➔ Building and extending the 3 Ships - Relation-ships, Partner-ships, Friend-ships! Set sail - build an Armada...
- ➔ Inside decision cycles, looking for leading indicators; accountable to the metrics that matter and output (D2 readiness)
- ➔ Be business savvy with a warfighting edge...
- ➔ Integrate - Synchronize - Deliver

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## WHAT I THINK OF WHEN I THINK OF SURFACE WARRIORS:

- S** - Steadfast and Strong
- U** - Unity of Effort and Purpose
- R** - R.E.A.D.Y - SET - GO
- F** - Fight Tonight; Fight-Fast focus
- A** - Aligned for Success
- C** - 4 Cs - Character, Conditions, Communications, Caring
- E** - Experts in their craft
  
- W** - Warfighting and Warfighter Focused
- A** - Army Values/Ethic/Accountability
- R** - Responsive
- R** - Reform-minded
- I** - Initiative and innovative
- O** - Ownership
- R** - Relation-ships
- S** - SPEED Matters!

**CHARACTER - READINESS - HONOR**

# R.E.A.D.Y., SET, GO = ACHIEVING S.P.E.E.D.

**Global Mission Readiness (GMR)** is the benchmark for the entire team of SDDC professionals who strive daily to enhance and execute our nation's objectives. Being manned, equipped and trained strategically and positioned geographically to ensure that accurate and timely desired effects are delivered to the achieve Warfighter readiness and enable dynamic force employment.

To meet our requirements under the nation's priorities, SDDC teammates at all levels must understand the responsibilities we each have to engage effectively, every day, in planning, organizing, and executing our mission to meet the warfighting readiness needs in order to minimize risk!

*“Enabling Warfighting Readiness”*



**SDDC - SET THE GLOBE**

# SDDC TOTAL FORCE

## Total Force Integration (TFI)

The professionals of SDDC are responsible for where we are today and where we must be tomorrow. Without this professional force, we could not meet Warfighting readiness requirements. SDDC is a force of professionals with multi-service representation that consists of a diverse team of active, Reserve, civilian, contractor, host nation and commercial providers working, thinking and making process improvements together, in order to meet our national deployment and distribution objectives.

## 4th Component (Commercial Carriers and Partners)

SDDC cannot achieve success without the expertise and professionalism of its 4th Component consisting of Stevedoring and Related Terminal Service professionals and Commercial Sealift, Rail, and Trucking Industry partners. Combined, the 4th Component contributes approximately 88% of continental U.S. land transport and 80% of global sealift for USTRANSCOM's global mobility capability. The 4th Component's continued support, coordination and synchronization is vital to SDDC's ability to deliver readiness and lethality to the point of need.

## Founded On:

### 3 SHIPs:

- RELATIONSHIPS
- PARTNERSHIPS
- FRIENDSHIPS

### 4Ts:

- TRUST
- TEAMWORK
- TRANSPARENCY
- TOTAL APPROACH (E2E)

# LINE OF EFFORT #1

## DEPLOYMENT AND DISTRIBUTION (D2) READINESS (COCOMs)

### ENABLE

Deputy Commander is LOE 1 CHAMPION

**DEFINITION:** Emerging requirements, missions and crises unfold at an unprecedented rate of speed with minimum planning time, SDDC must respond according to the supported activity's timeline to execute operations at the speed of war. When a crisis emerges, we will respond with the workforce, training, infrastructure and capabilities we have on hand. We must prepare today to be ready to fight tonight, supporting the most challenging scenarios associated with the National Defense Strategy (NDS).

**OBJ:** Warfighting and Warfighter focused

**OBJ:** Speed in Execution

**OBJ:** Cyber Readiness

### BIG ROCKS:

- ▶ Operationalize the R.E.A.D.Y - Set - Go Campaign/Strategic Framework
- ▶ Mission Command (Internal/External) - SOC Ops/STO
- ▶ Ammo Holistic Approach
- ▶ TFI (Collective Training & The Long Game)
- ▶ OPLAN Update Briefs

### KEY TASKS:

**1.1:** TRAIN FOR WAR (METL TASKS)

**1.2:** EXECUTE THE JTF-PO

**1.3:** ESTABLISH A FULLY CAPABLE SURFACE OPERATIONS CENTER (SOC)

**1.4:** IDENTIFY, DOCUMENT AND CODIFY PARTNERSHIPS

**1.5:** ENHANCE DOMESTIC AND INTERNATIONAL TRANSPORTATION CAPABILITIES AND CAPACITIES

**1.6:** DEVELOP AND ENHANCE CYBER MISSION ASSURANCE

# LINE OF EFFORT #2

## FORWARD (FUTURE)

### REFORM-MINDED

Deputy to the Commander is LOE 2 CHAMPION

**DEFINITION:** SDDC must evolve to meet supported activity requirements with business and operational practices that are cutting-edge and provide responsive, best value solutions facilitating Mission Command decision making and Audit Ready processes. Always responding effectively and as efficiently as possible.

**OBJ:** Evolve Forward / Adapt to Change / Shape the Future

**OBJ:** Drive Reform Initiatives with Staying Power

**OBJ:** SDDC - Set the Globe

#### BIG ROCKS:

- ▶ Shape the Fight
- ▶ Rail Recap/DOTMLPF
- ▶ SDDC - Set the Global Footprint
- ▶ RPOE Way Ahead - Re-imagine, Set Conditions

#### KEY TASKS:

**2.1:** FINALIZE AND EXECUTE SDDC GLOBAL MISSION READINESS (GMR)

**2.2:** EXECUTE ALIGNED SDDC TOTAL FORCE BRIGADES AND BATTALIONS WITH TRAINING PARTNERS, STRATEGIC PORTS, POWER PROJECTION PLATFORMS, AND COCOMS DURING TRAINING, EXERCISES AND OPERATIONS

**2.3:** DELIVER MOVEMENT ENABLING ASSET MANAGEMENT CAPABILITIES

**2.4:** BUILD RESILIENCE INTO BUSINESS AND OPERATIONAL SYSTEMS (SYSTEMS MODERNIZATION)

**2.5:** ENSURE AUDIT COMPLIANCE

**2.6:** SHAPE THE FIGHT PHASE II - IV

# LINE OF EFFORT #3

## PEOPLE (DEVELOP)

### OUR STRATEGIC ADVANTAGE

### Chief of Staff is LOE 3 CHAMPION



**DEFINITION:** Today's environment requires the integration of the capabilities of all stakeholders, active, Reserve, civilian, local nationals and contractors (including transportation service providers); each brings diverse capabilities to the mission and we must strengthen our ability to work as a total force. Leaders and supervisors will ensure every individual is trained and ready to perform their objective tasks and developed to the full extent of their potential. We must recruit, retain, hire, and actively take care of our people.

#### OBJECTIVES:

**OBJ:** Disciplined, Trusted Professionals that Care

**OBJ:** 100% of the People doing 100% of the Right Work

#### BIG ROCKS:

- ▶ Operationalize the Training Leader Development Guidance (TLDG)
- ▶ People - Take Care of, Train, and Leader Development
- ▶ Culture (Learning/Dignity and Respect) Harvest It

#### KEY TASKS:

**3.1: WORKFORCE LEADER DEVELOPMENT (INDIVIDUAL AND COLLECTIVE TASKS) (TALENT MANAGEMENT)**

**3.2: DEVELOP AN ENTERPRISE ENGAGEMENT CULTURE. THE THREE SHIPS - RELATIONSHIPS, PARTNERSHIPS AND FRIENDSHIPS**

**3.3: MAN, EQUIP AND ORGANIZE THE FORCE TO ACCOMPLISH OUR WARTIME MISSION**

# OUR 8 READINESS LEVELS

RAIL



STRATEGIC  
SEAPORTS

VESSELS  
(ORGANIC AND COMMERCIAL)



TRUCKS/HIGHWAYS

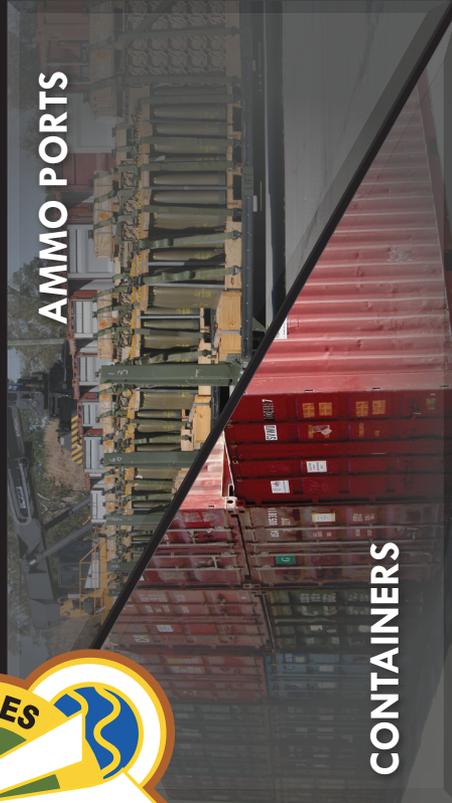
ANALYSIS  
& SYSTEMS



TOTAL FORCE  
INTEGRATION



AMMO PORTS



CONTAINERS

# ANTICIPATE, DECIDE, ACT

## R.E.A.D.Y., SET, GO ACHIEVING S.P.E.E.D.

- R** - Responsive to the Warfighter
- E** - Expeditionary - Fight Tonight, Fight Fast
- A** - Anticipatory
- D** - Delivering Readiness and Lethality - at Speed!
- Y** - Your Mission Partner to Achieve National Objectives

### SPEED MATTERS

- Speed of War...
- Speed of Assembly...
- Speed of Documentation...
- Speed of Trust...
- Speed of Relevance...

- S** - Strategic in Execution
- P** - Power Projection
- E** - Enabling Warfighting Readiness
- E** - Experts in Intermodal Operations
- D** - Dynamic Force Employment

# BIG ROCKS

Despite the abundance of white noise, the following list includes the “big rocks” that we need to stay true with moving our SDDC forward. We will not be able to “boil the ocean” in the next couple years, but I do believe that we will set the conditions for the future. If we can bring the following to life with staying power and “move the football” in a powerful way - it will have lasting positive impacts for the SDDC Team!

- ★ People - Take Care of, Train, and Leader Development
- ➔ Operationalize the R.E.A.D.Y - Set - Go Campaign/Strategic Framework
- ➔ Mission Command (Internal/External) - SOC Ops/STO
- ➔ Shape the Fight (Stay Organized for Combat)
- ➔ Ammo Holistic Approach
- ➔ Rail Recap/DOTMLPF
- ➔ TFI (Collective Training and The Long Game)
- ➔ Operationalize the TLDG
- ➔ SDDC - Set the Global Footprint
- ➔ RPOE Way Ahead - Re-imagine, Set Conditions
- ➔ Culture (Learning/Dignity and Respect) Harvest It
- ➔ OPLAN Update Briefs



# COMMAND CREST



- **Authorized on 6 Jan 1969**, the emblem is worn on the shoulder loops by all United States Army personnel serving with SDDC (as with its predecessors, MTMC and MTMTS).
- **The Motto “Serving the Armed Forces”** is inscribed on a gold ring surrounding a green disk, which bridges two smaller discs at the base. The **larger disc represents land transportation**, while the **two smaller discs represent ocean terminal services**. The **three curves** surrounding the discs **simulate wheels and allude to motion**. Highlighting the emblem is a **broad white arrow** with its point terminating on the green disc **indicating direction** and representing **control of all movements** in the military traffic management process.
- The Arrowhead and the colors green and white are taken from the SDDC or predecessor shoulder sleeve insignia to indicate that the units are components of that organization.
- The **Green is symbolic of the command’s ‘can do’ and ‘go’ attitude** in the exercise of its traffic management, land transportation, and terminal service responsibilities.
- **The Arrow alludes to** the military auspices of the organization, the **speed with which it accomplishes its mission** and air transport functions.



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# SDDC



## WARFIGHTING & WARFIGHTER FOCUSED

**TRUSTED PROFESSIONALS...  
DELIVERING READINESS AND LETHALITY - AT SPEED!**

**SURFACE WARRIORS**