Statement of

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Lift Operations

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Madam Chairwoman and distinguished members of the Committee:

As the millennium approaches, the United States' reliance on our military team remains extremely high. While Cold War threats and strategies are now a well-documented part of our history, the challenges faced today by the entire Department of Defense (DOD) continue to increase. Against the backdrop of high military operations and personnel tempo unparalleled in our nation’s history, we execute a global engagement strategy with a military that mostly resides within the confines of the continental United States.

Transportation, through the United States Transportation Command (USTRANSCOM), is the enabler that allows our country’s leadership to pursue this global engagement strategy. Today, USTRANSCOM, as a Unified Command, is the single manager of the complex Defense Transportation System (DTS). We are a joint force, a total force, and an intermodal force. We have a global mission to support all of the warfighting Commander in Chiefs (CINCs) but we are continually finding ourselves the first choice of a wide range of non-DOD customers including the Department of State, the Federal Emergency Management Agency (FEMA), the Federal Bureau of Investigation (FBI), and many others. As will be evident in our testimony, our mobility team, mobility assets and mobility processes must be

agile, flexible, and capable in order to serve our nation’s demanding and varied interests. To do this, we are a busy command that relies on the Total Force concept in order to carry out our mission in an increasingly challenging global environment. We are pursuing innovative approaches with industry to improve our processes, eliminate waste, improve our effectiveness and our efficiency by integrating all modes of transportation and harnessing information technology.

THE MOBILITY TEAM

USTRANSCOM's mobility team is a Total Force of active, guard and reserve, DOD-civilian, and commercial partners that supports the National Security Strategy and National Military Strategy. We execute our mission of managing the Defense Transportation System via a triad of Transportation Component Commands (TCCs): The Army’s Military Traffic Management Command (MTMC), the Navy’s Military Sealift Command (MSC), and the Air Force’s Air Mobility Command (AMC). The following illustrates our reliance on the Total Force concept: For the CONUS land mode of transportation, 88% of our force comes from the commercial sector. Of the remaining 12% that is military, 61% is from the Reserve or Guard component. For airlift movements, 50% is handled by the commercial sector. Of the

other 50% that is moved by military air, 50% is Guard or Reserve. Finally, in the sealift sector, we rely on the commercial liner sector to move 81% of our requirements, while 19% are moved by military sealift. Of the 19% moved by military sealift, 75% is handled by chartered ships and the balance of government-owned, surge sealift vessels. Obviously, without the Total Force, there wouldn't be much of a force.

SCOPE OF ACTIVITIES

What type of activities does this total force embrace? A typical week for USTRANSCOM operations will see Air Mobility Command executing 1600 air missions flying almost 3000 sorties to 70 different countries. During that same week, the Military Sealift Command will have 25 ships underway visiting 20 ports in 18 different countries, while the Military Traffic Management Command executes 350 major land shipments and manages 25 ports in 18 countries. TRANSCOM supported 189 Chairman of the Joint Chiefs of Staff (CJCS) sponsored exercises for 1999. However, this is only part of the picture, as it does not include unexpected humanitarian relief operations or responses to unplanned contingencies. Key operations for FY99 included worldwide contingencies such as Kosovo, Bosnia, Africa and Southwest Asia. Emergency humanitarian relief efforts continue to be an important part

of daily operations, as do disaster responses.

- **Embassy Bombing (Resolute Response).** Forty-five strategic airlift missions provided the State Department and Federal Bureau of Investigation (FBI) support following the U.S. Embassy bombings in Nairobi, Kenya and Dar Es Salaam, Tanzania.
- **Earthquake Relief Operations.** Eighteen strategic airlift missions totaling over 182 flying hours were flown in support of Turkey earthquake relief. As of 21 Sep 99, one airlift mission has moved a search and recovery team in support of the earthquake in Taiwan.
- **Kosovo Operations**. Kosovo support required a large transportation effort and was the primary focus of USTRANSCOM early in FY 99. Multiple operations were conducted simultaneously and the magnitude of lift was the most significant since DESERT SHIELD/DESERT STORM. Deployment of combat forces began in February to support Phased Air Operations for NOBLE ANVIL, the US contribution to NATO's ALLIED FORCE air campaign, and continued with movement of humanitarian goods as part of ALLIED HARBOUR. Deployment of US Army forces for TASK FORCE HAWK required the dedicated support of C-17s operating from Ramstein Air Base, Germany to Tirana, Albania. Increased ops tempo for

ALLIED FORCE led to the deployment of additional combat aircraft and supporting personnel/equipment as well as munitions as the air war continued. A total of 160 KC-135s and KC-10s were deployed to various airfields throughout Europe and flew 6959 aerial refueling missions in support of air operations over Kosovo and the rest of Yugoslavia. Kosovo operations culminated with the deployment of US peacekeeping forces as part of JOINT GUARDIAN. Strategic airlift movements in support of Kosovo operations totaled 1,866 missions, 11,480 sorties and 25,608 flying hours moving over 50,453 passengers and 92,833 tons of cargo. Military Sealift Command and Military Traffic Management Command supported 29 strategic sealift movements, including movement of US Army combat forces from Bremerhaven, Germany to Thessaloniki, Greece. These missions were supported by two large, medium speed roll-on/roll-off ships, USNS Bob Hope and USNS Soderman. The earliest KFOR troops are returning to their US and German bases and their replacements from Fort Bragg, NC are now in place. This second increment was comprised of more than 700 passengers, along with 183 tons and 15,000 square feet of equipment and rolling stock.

- **Counter Drug Operations.** USTRANSCOM supported 22 Counter Drug Missions during FY99, with 7 controlled deliveries of

contraband and suspects and 15 missions transporting equipment, helicopters, spare parts, supporting DEA, State Department Customs, and the FBI.

- **Hurricane Relief Operations.** As of 20 Sep 99, Hurricane Floyd had not generated any significant DOD lift requirements. Hurricane Mitch Relief efforts closed with 381 airlift missions moving 7,955 passengers and 9,200 tons into and out of Central America. Sealift delivered 929,000 sq. ft of cargo. Given the frequency and magnitude of these operations, USTRANSCOM has led a DOD effort to institutionalize interagency support. To date this effort has produced a USTRANSCOM/FEMA Memorandum of Understanding (MOU), put to its first tests recently during Hurricanes Dennis and Floyd. MOUs are currently being worked with other non-DOD agencies as well.
- **Operation Joint Forge**, now in is its sixth rotation of forces to Bosnia, continues to require significant support for deployed forces and unit rotations. The 1st Cavalry Division, commonly known as SFOR 5 (Stabilization Force 5) is handing over responsibility for the mission to SFOR 6, the 10th Mountain Division of Fort Drum, NY. More than 5200 soldiers have deployed to the current stabilization force, and they shipped more than 125,000 square feet of cargo and rolling stock by sea. The 1st Cavalry Division will

complete its redeployment of 3400 soldiers and 189,000 square feet of cargo in October.

- **SWA Deployment/Redeployment Operations** provide strategic airlift to the ongoing contingency in CENTCOM. Airlift supported the movement of 21,486 passengers and 8,684 stons, while sealift moved 197,000 sq. ft. of equipment (9,860 stons).
- **SOUTHCOM Exercises** provided strategic airlift to the ongoing nation building operations with our neighbors to the south. They included 278 missions to deploy/redeploy personnel and equipment; 28,629 passengers and 4,769 stons of cargo moved by air and 300,728 sq. ft. of equipment moved via sealift.
- **Operation DESERT FOX,** a contingency deployment in Dec 98 to Southwest Asia, provided strategic airlift to CENTCOM supporting deployment of an Air Expeditionary Wing (AEW), and two Patriot Batteries. This operation required 236 airlift missions, moving 3,959 passengers and 3,018 tons.
- **Group Travel Requirements.** For FY99 (1 Oct 98-31 Aug 99) USTRANSCOM has processed over 2,525 passenger movement requests for CONUS DOD travel, generating over 334,000 passenger movements. 202,000 passengers moved via commercial air and over 131,000 moved via commercial bus. These movements were largely in support of unit rotations

to train at the National Training Center, CA and Joint Readiness Training Center, LA.

- **The Humanitarian Denton Program** resulted in support of 98 separate shipments for over 92 donors to 33 locations worldwide. This program moved 983 pallets, over 1,800 tons, on space available air and sealift from Oct 98 to Aug 99. Hurricane Mitch relief supplies amounted to nearly 5,500 tons on 255 missions from Oct 98 to Apr 99. Cargo was destined primarily to Honduras and Nicaragua and moved on Reserve and Air National Guard training missions. One shipment of 127 tons moved space available on a barge.

Looking ahead for FY00, we expect involvement in over 200 Chairman of the Joint Chiefs of Staff sponsored exercises. We will continue world-wide support for on-going operations, contingencies, peacekeeping, Southwest Asia deployments/redeployments and counterdrug missions. Although capable of supporting a broad spectrum of peacetime activities, our force structure is sized for wartime support.

FORCE STRUCTURE

USTRANSCOM's force structure is sized to support a single Major Theater War (MTW), and our national strategy expects us

to support a two, nearly simultaneous MTW strategy. We are prepared to support a dual-MTW strategy by efficiently leveraging commercial sector lift capability and by using the inherent flexibility of mobility forces to roll from the first MTW to the second. We also capitalize on the superb planning between USTRANSCOM, the Supported CINCs and the JCS and depend on prepositioned equipment ashore and afloat. Airlift is critical to a rapid flexible global response to move forces and equipment to meet any threat and air refueling tankers are used to create an air bridge for fighters, bombers, and airlift assets. Airlift and air refueling forces provide quick reaction capability while sealift forces provide capability to transport large quantities of equipment and supplies to support troops for a longer duration. Supporting this dual MTW strategy demands not only an effective mobility force but one that is highly efficient.

SEALIFT

Our DTS “team” binds together a superb combination of military and civilian teammates as well as the strength of our national transportation infrastructure. By leveraging commercial transportation assets with our own organic capabilities, USTRANSCOM is able to provide “full spectrum”

support for the warfighter. For example, our sealift force currently includes a balanced mix of U.S. Navy Fast Sealift Ships (FSS) and Large Medium-Speed Roll-on/Roll-off (RO/RO) Ships (LMSR), along with a variety of Maritime Administration (MARAD) assets (including RO/ROs, crane ships, breakbulk ships, barge carrying ships, and tankers). In addition to this capable “fleet”, USTRANSCOM also has access to nearly 200 other U.S. Flag commercial vessels.

Our sealift capability is designed to meet three distinct requirements: prepositioned equipment and supplies afloat for immediate response, surge sealift for rapid power projection, and sustainment sealift for on-going support of combat operations. Afloat prepositioning provides the warfighting CINC with a "quick response" option for timely delivery of ammunition, fuel, equipment, and supplies anywhere within his area of responsibility (AOR). It also gives the CINC the flexibility to relocate afloat, forward-deployed stocks quickly to meet the unique demands of each operation, without regard to restrictions imposed by host nations.

Using critical "lessons learned" from Desert Shield and Desert Storm (DS/DS), and the subsequent Mobility Requirements Study, Bottom-up Review Update (MRS BURU), we are working towards achieving an organic sealift capacity of 14.3 million square feet (surge: 10 million square feet, afloat

prepositioning: 4.3 million square feet). To correct our shortfalls, we are continuing our acquisition of LMSRs and are expanding the capacity of our Ready Reserve Force (RRF) RO/ROs with a deck expansion project. To mitigate any remaining shortfalls, we are working with the U.S. Flag commercial maritime sector to explore potential sealift capacity expansion through a program called the Voluntary Intermodal Sealift Agreement (VISA). Commercial sealift capacity is the cornerstone of sustainment sealift, providing the Department of Defense (DOD) with time-phased contingency access to commercial sealift and the intermodal infrastructure through pre-negotiated contracts.

Under VISA, U.S.-flag carriers contractually commit to provide contingency ship capacity and intermodal resources in return for preference for DOD peacetime business. Today, USTRANSCOM has 35 U.S. flag commercial carriers as Stage III VISA participants, ensuring access to over 2.4 million militarily useful square feet of capacity.

Responsiveness of the entire fleet to support the warfighting CINCs' requirements is the key to success in any future engagement using our sealift assets. Today's sealift responsiveness is a "good news" story, improving significantly since DS/DS when only 25% of the surge fleet (RRF and FSS)activated on time. The surge fleet currently reports a

minimum of 90% overall readiness and the RRF has also proven itself through a no-notice readiness exercise program, with 108 of 110 ships activating on time since DS/DS. The warfighter knows the equipment and supplies will be there when needed, whether it’s coming from afloat prepositioned ships or moving into the theater on an FSS.

Another critical tool in the mobility process is our Joint Logistics Over the Shore (JLOTS) capability. JLOTS provides off-shore loading/unloading of defense supplies and equipment when fixed port water depths are too shallow, facilities are degraded or denied by enemy forces, or simply do not exist. These over-the-shore assets are critical to ensuring the sealift "pipeline" is uninterrupted. The key to guaranteeing JLOTS success is exercising this capability regularly and evaluating its effectiveness to support the warfighter through continuous improvement and better movement processes.

AIR MOBILITY: AIRLIFT and AIR REFUELING

Although sealift provides 90% of the total lift capacity required by MRS BURU, airlift provides the warfighter the ability to rapidly deliver forces and equipment to forward areas. The keys to maintaining airlift's inherent agility and flexibility in the future are modernization of the existing

fleet and replacement of aging aircraft. As we continue to retire the remaining C-141s, we are aggressively taking the necessary steps to improve the C-5's reliability with engine and cockpit modifications to address its poor mission capable rates. Likewise, an aging fleet of KC-135 tankers and C-130 tactical airlifters, some over 40 years old, will also require modernization. There are no plans to replace the KC-135 at this time.

The newest member of our airlift team, the C-17 Globemaster III, is now a combat-tested veteran and continues to exceed all of our original expectations. While it is a more capable, productive aircraft than the C-141 it replaces, the 134 C-17s will not provide the scheduling flexibility to the warfighter that the original fleet of retiring 270 C-141s provided. Once all of our other force closure shortfalls are resolved, the original 120 programmed C-17s, in conjunction with the C-5 fleet, will provide, at best, the absolute minimum organic airlift required to support one major theater war (MTW) with risk, with additional risk if those assets are asked to "swing" to a second MTW. An additional 15 C-17s, over and above the original 120 buy, are also required to support the critically important special operations mission currently flown by the C-141. Fourteen of those aircraft are currently in the future years' budget, with the fifteenth

still an unfunded requirement for USTRANSCOM.

Even as the C-17 assumes a greater role in global mobility operations, the C-5 continues to be the backbone of our strategic airlift fleet. Unfortunately, the C-5 suffers from reliability, maintainability, and supportability problems, falling well short of the required 75 percent mission capable rate. A comprehensive Analysis of Alternatives is currently underway to determine the most cost-effective solution to this growing shortfall in outsize and oversize delivery capability. Among the alternatives being considered is modernizing the C-5 fleet, which would substantially increase the aircraft's reliability and reduce its life-cycle costs. With these airlift challenges in mind, full procurement of the C-17 and correcting deficiencies associated with poor C-5 mission capable rates remain two of USTRANSCOM's highest strategic lift priorities.

In its dual role capacity, the KC-10 remains a standout performer as both an airlifter and a tanker. The KC-10 performs magnificently in every theater of operations, providing, either twice the fuel offload capability of the KC-135 or twice the cargo capacity of the C-141. In addition, it is also a leader in maintenance reliability, and provides unmatched support to force projection around the world. The venerable KC-135, built in the late 1950s and early 1960s, is

undergoing a series of modernization programs to allow it to fly well into the 21st century. However, the unparalleled ops tempo it currently supports is accelerating structural wear and tear.

The C-130 provides vital intratheater support to the warfighter. It is the world's theater airlift leader, especially for critical combat air delivery to austere locations. Nevertheless, even this mobility "mainstay" is facing a number of serious challenges as it ages, including declining aircraft reliability and non-compliance with Global Air Traffic Management (GATM) requirements. The majority of the C-130 fleet is over 25 years old and suffers from significant engine, avionics, and fuselage maintenance requirements. This lowered reliability, as in the case of the C-5, translates directly to increased operating costs and diminished mission effectiveness. USTRANSCOM operates the largest fleet of C-130s in the world, currently consisting of six distinct models. This proliferation of configurations impairs crew interoperability and logistics supportability. We plan to reduce the number of C-130 models by modernizing older variants into a single common model (C-130X) while continuing to replace the oldest C-130E models with newer C-130Js.

One of the current challenges facing USTRANSCOM in

conducting our international missions is a series of increased transoceanic flight restrictions known as the Global Air Traffic Management (GATM) system. To keep pace with the growing demand for air travel, especially in highly congested Atlantic and European airspace, civil aviation authorities have developed a very structured, restrictive set of airspace and air fleet equipment requirements. Aircraft unable to comply with the GATM requirements are forced to divert around affected international airspace, potentially delaying delivery of critical assets to the warfighter and increasing operating costs. The FY99-03 DOD budget includes funds for GATM-related avionics upgrades in many of our aircraft, and several aircraft modification programs currently underway will ensure GATM compliance.

Another critical issue facing our entire airlift fleet is the ever-increasing threat of man-portable air defense systems (MANPADS). We simply cannot ignore the growing threat to our globally engaged aircraft posed by the proliferation of ground-based weapons. One of USCINCTRANS' highest priorities is equipping our forward deployed airlift fleet with the Large Aircraft Infrared Countermeasures (LAIRCM) suite for self-defense against this very real threat. Since we cannot predict when we may encounter a rogue MANPAD in our global mission, it is imperative that we equip our air mobility fleet

with the ability to detect and defeat these threats.

In addition to our organic fleet of aircraft, the U.S. airline industry, through the Civil Reserve Air Fleet (CRAF), provides aircraft and crews to support DOD airlift requirements whenever airlift needs exceed available military capability. The CRAF provides 41 percent of USTRANSCOM's international long-range air cargo capability, 93 percent of international long-range passenger lift capability, and is the primary source of wartime strategic patient movement requirements established in the MRS BURU. An incredible success story of commercial partnership enhancing DOD responsiveness and capability, the CRAF frees USTRANSCOM organic airlift assets for militarily unique missions involving rapid response, outsized cargo, and combat operations. Without the CRAF, it would cost the American taxpayer over $50B to procure, and $1-3B annually to operate an equivalent-sized organic fleet of aircraft. We leverage this tremendous wartime capability by guaranteeing our CRAF partners a portion of our peacetime business, a win-win situation for all involved.

INFRASTRUCTURE SUPPORT for STRATEGIC LIFT

An additional “force multiplier” for the successful employment of our transportation lift assets is a robust

infrastructure, specifically those sea and air ports through which our equipment, supplies, and people deploy. However, since the end of the Cold War, our en route “web” of air bases, for example, to support worldwide operations has been reduced from 39 to 12 (following the closure of Howard AB, Panama this year). This means the remaining bases are being used more frequently, often stretching the capabilities of those facilities (especially refueling systems) as they continue to age.

MTMC’s Deployment Support Command (DSC) is a critical part of the USTRANSCOM team overall effort to move people, equipment, and supplies worldwide. DSC continuously studies strategic seaport requirements to ensure uninterrupted support for scheduled exercises, contingency operations, overseas deployments, etc. MTMC continues to work with commercial port operators to ensure ready and quick access to strategic ports creating contingency plans to utilize berthing spaces and staging areas whenever critical USTRANSCOM sealift assets might be needed.

PEOPLE

Transportation systems--trucks, ships, aircraft, and the infrastructure supporting those systems--are important, but the men and women behind them are the truly critical elements

in the Defense Transportation System. Only with properly equipped and trained people can we be assured of getting the warfighter to the fight “on time and on target”. Recruiting and retaining first-class soldiers, sailors, marines, and airmen is becoming more and more difficult, but recent budget decisions supporting increased pay and benefits are definitely a step in the right direction. Pay, however, is not the only factor in a person's decision to stay with the military. Another major factor is the high operations tempo experienced throughout all branches of the military due to force reductions and ever-increasing commitments overseas. DOD has taken internal measures to reduce the strain of high OPTEMPO on individuals’ and their families by reducing the number of Joint training exercises.

In AMC, far too many pilots are leaving the Air Force for commercial flying jobs after completing their initial military commitments. By FY02 we anticipate the Air Force will be over 1,500 pilots short of the number needed to fill all available cockpits; this translates into an Air Force pilot deficit 11% below requirements, a foreboding statistic for a nation with global interests and responsibilities. As recently seen during Operation Allied Force, a Presidential Selective Reserve Call-up (PSRC) of KC-10 and KC-135 unit personnel was needed to furnish the necessary number of crewmembers to

support our coalition air efforts. This may well be the blueprint for the future contingencies as aircrew manning levels continue to decline. Our ability to respond rapidly with the right number of servicemen and women, possessing the correct mix of experience and training, is decreasing and increasingly dependent on a healthy reserve component capability. Although all the services are aggressively pursuing initiatives to rebuild endangered career fields, these measures require time to "grow" experience and manning levels to required service goals.

Perhaps more than any other CINC, USCINCTRANS relies heavily on the reserve component for both peacetime and wartime capability. In land and air transportation, at least half of our capacity comes from our Reserve and National Guard partners. Because of this critical partnership, it is imperative the reserve forces are adequately funded to train and modernize to meet our wartime DTS commitments. Our Total Force posture provides the American taxpayer with tremendous value while equipping the warfighter with equally formidable capability and flexibility.

PROCESSES and TECHNOLOGY

So far we have addressed force structure and people. However, key to improving our efficiency, thus increasing our

effectiveness, is our ability to innovate and incorporate world class processes and technology. USTRANSCOM is aggressively pursuing state-of-the-art information technologies and analytical tools to improve deployment planning, in-transit-visibility, command and control, and predictive modeling. Off-the-shelf technologies are being adapted in every phase of operation, including our efforts in the electronic commerce arena. A “Business Center” within the Command facilitates strategic partnerships with the industry, pursues improved “customer service” initiatives, develops and administers metric analysis, and identifies and eliminates wasteful processes.

CONCLUSION

In summary, the mission of USTRANSCOM is to get the warfighter to the fight, sustain the warfighter during the fight, and bring the warfighter home once the fight is won, or transition our warfighting forces to a second MTW. To successfully meet the challenges of supporting a two MTW strategy with a one MTW force, we must continue to modernize existing fleets, acquire new systems where needed, and leverage the tremendous capabilities of our nation's commercial transportation assets. In the sealift arena, this

means completing the acquisition of our LMSR vessels, improving our JLOTS capabilities, and strengthening our Voluntary Intermodal Sealift Agreements. To improve our military airlift capabilities we must continue to acquire the C-17, modernize the C-5 and KC-135, address the many "commonality" and reliability issues facing us with the current C-130 fleet and protect the airlift fleets against Man Portable Air Defense Systems.

The overall state of USTRANSCOM readiness with our current force structure and equipment is good. We are prepared right now to support the warfighters, albeit with some risk due to decreasing personnel numbers, aging equipment, and declining infrastructure. Our servicemen and women, along with our civilian DTS partners, continually display their willingness to serve and openly sacrifice for the freedoms this country enjoys.

Thank you, Madam Chairwoman and members of the committee for the opportunity to address the issues affecting the United States Transportation Command.