Statement of

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Before the Senate Armed Services Sea Power Subcommittee

On Strategic and Tactical Lift in the 21st Century

10 March 1999

Madam Chairwoman and distinguished members of the Committee:

Today, more than ever before, the world depends on the United States military to perform a wide range of warfighting, peacekeeping, and humanitarian operations. Supporting these operations, whether at home or abroad, is the Defense Transportation System (DTS), providing the most reliable and responsive mobility capability in the world.

The mission of the United States Transportation Command (USTRANSCOM), as manager of the DTS, is to provide effective and efficient air, land, and sea transportation to this nation's warfighting commanders in chief (CINCs), in times of peace, crisis, conflict, and war. The force deployment goals defined in the 1995 Mobility Requirements Study Bottom-Up Review Update (MRS BURU) established the strategic lift requirements for USTRANSCOM to move U.S. forces to one Major Theater War (MTW), and later, to swing to support another MTW in 'near simultaneous' fashion. In 1998, the Quadrennial Defense Review (QDR) revalidated the need to project military power rapidly in response to events in distant regions of the world, including those where a permanent presence or infrastructure is limited. The result of both of these in-depth US warfighting

analyses is unequivocally clear: effective strategic lift capability depends on the prepositioning of military equipment, access to air and sea lines of communications, the right mix of modern and/or modernized organic and commercial mobility assets, a strong partnership with the commercial transportation industry, and the ability to deploy forces into areas of limited infrastructure.

The responsibility for meeting these goals day-to-day rests with the commanders of USTRANSCOM's component commands: Military Traffic Management Command (MTMC), Military Sealift Command (MSC), and Air Mobility Command (AMC). Relying upon a blend of active duty and Reserve component forces, civil service employees, and a wide array of private, commercial transportation companies, USTRANSCOM's component commands ensure combat-ready assets are available when and where they are needed to make a seamless transition from peace to war.

Total Asset Visibility – Today and in the Future

Today's top transportation organizations…USTRANSCOM among them…are discovering that the movement of information is as important to their customers as their ability to move resources. The capacity to move data must be accompanied by precise, accurate, and secure information from a variety

of sources. USTRANSCOM is on the leading edge of this revolution in transportation business processes, best typified by our pioneering work in the field of in-transit visibility (ITV).

The pivotal information system for USTRANSCOM's future capability to manage and exploit information is the Global Transportation Network (GTN). GTN is a worldwide web-based information system that continues to mature and provides a capability warfighters in the past could only imagine. In its first year of active service, GTN already has an enviable operational track record of ITV successes. Today's warfighters…from CONUS to Korea, from Bosnia to Southwest Asia…are already capitalizing on the capabilities and promise of GTN. And the promise of GTN is one of the increased efficiencies which is necessary if we are to be effective in meeting the challenge of supporting this country's dual MTW Military Strategy with USTRANSCOM's single MTW transportation force. Bottom Line: We must continue to encourage all DTS users to continue to partner with us in this information systems revolution.

Strategic Sealift

Our sealift capability is designed to meet three distinct requirements: prepositioned equipment and

supplies afloat for immediate response to contingencies in widely separated theaters, surge sealift capability for rapid power projection of early deploying units, and sustainment sealift for continued support of combat operations. Afloat prepositioned equipment provides the warfighting CINC the means for immediate response to events within his area of responsibility (AOR). The Army, Navy, Marines, Air Force, and Defense Logistics Agency (DLA) all have materiel on afloat prepositioned ships stationed throughout the world to provide timely delivery of ammunition, fuel, equipment and supplies. Afloat prepositioning provides the flexibility to relocate forward-deployed stocks quickly within and between theaters to meet the demands of particular operations, without regard to restrictions imposed by host nations.

Once their cargo is discharged and released by the supported CINC, these afloat prepositioning ships become part of the common-user pool of assets under the operational control of USTRANSCOM commander in chief (USCINCTRANS). Under a memorandum of agreement, USTRANSCOM, through MSC, provides management support of vitally important afloat prepositioning programs for the Army and Air Force.

On the heels of lessons learned from Operations Desert Shield and Desert Storm, we are pursuing an organic sealift (surge + prepositioning) capacity of 14.3M sq. ft. We are building towards an afloat prepositioning capacity of 4.3M sq. ft. and an organic surge sealift capacity of 10M sq. ft. This requirement originated in MRS BURU, was modified by the Joint Requirements Oversight Council (JROC) and validated by the QDR. Today, we have achieved 80 percent of the requirement for afloat prepositioning and 73 percent for organic surge sealift.

Since Desert Shield/Desert Storm, when only 25% of the surge fleet (Ready Reserve Force (RRF) and fast sealift ships) activated on time, the surge fleet is today reporting overall readiness in excess of 90%. The RRF has also proven itself through no-notice activations with 97 of 99 ships activated since Desert Storm ready on time. While the MRS BURU cargo lift requirement for surge is 10M sq. ft., we currently have only 7.3M sq. ft., a shortfall of 2.7M sq. ft. To correct this shortfall we are continuing our acquisition of Large Medium Speed Roll-on/Roll-off (LMSRs) vessels for both the prepositioning and surge fleets and retiring our less useful, more costly to maintain RRF breakbulk vessels. Additionally, we are expanding the capabilities of our existing Roll-on/Roll-off

project. After completing these acquisition and expansion projects, a shortfall of approximately
still remain. To mitigate the remaining shortfall, we are exploring potential contributions from the commercial

(VISA), and determining the impact of prepositioning an 8th Brigade set afloat.

After debarkation in theater, the deployed forces require sustainment throughout the conflict's duration. Commercial sealift capacity is the cornerstone of sustainment sealift, and access to commercial shipping through VISA is the principal means to meet these requirements. VISA, developed in concert with the Maritime Administration (MARAD) and the U.S. maritime industry, provides the Department of Defense (DOD) with time-phased contingency access to commercial sealift capacity and intermodal infrastructure, through pre-negotiated agreements. Under VISA, U.S.-flag carriers contractually commit to provide contingency ship capacity and intermodal resources in return for preference for DOD peacetime business. VISA is activated in distinct stages, from smallest to largest (Stages I, II, and III) levels of civil sector commitment. Today, USTRANSCOM has 35 U.S. flag

commercial carriers as VISA Stage III participants, ensuring access to over 1.6M militarily-useful square feet of capacity. MSC and MTMC are presently leading negotiations with commercial carriers to complete the early access to civil seafaring assets required under Stages I and II of VISA.

Another critical tool in the mobility process, Joint Logistics Over-the-Shore (JLOTS), is a joint capability providing in-stream offload or onload of defense transportation shipping when fixed port facilities are degraded or denied by enemy forces, or simply do not exist. These over-the-shore assets are critical to the successful completion of the sealift pipeline when fixed port facilities are unavailable. Likewise, this joint capability must be exercised regularly, and evaluated for continued improvement/development. The Army and Navy are heading a JLOTS Joint Integrated Process Team to comprehensively review this important requirement from an interservice perspective.

Airlift

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 critical areas. The keys to maintaining

airlift’s inherent agility in the future are modernization of the existing fleet and replacement of aging aircraft. While we are aggressively taking steps to improve our C-5’s reliability via engine and cockpit modifications, this core mobility airlifter will require additional modernization efforts to address its continued declining mission capable rates. Likewise, an aging fleet of KC-135s and C-130s, some over 40 years old, will also require modernization. Finally, we must address the issue of equipping our entire fleet with aircraft defensive systems. We cannot ignore the growing threat to our globally engaged aircraft from the proliferation of ground based weapons.

To keep pace with the growing demand for air travel, and consequently air space, civil aviation authorities are phasing in a series of increased transoceanic flight restrictions under a program called Global Air Traffic Management (GATM). The FY 1999-2005 DOD program includes funds for GATM-related avionics upgrades. GATM noncompliance will result in increased operating costs from diverting around affected international airspace, and delayed delivery of critical assets to the warfighter. Our current aircraft modification programs will solve many of these critical shortfalls.

Throughout the world, AMC's mobility airlift fleet faces a significant threat in the conduct of its day-to-day operations: the man-portable infrared missile. Since we cannot predict when we may come face-to-face with a rogue Manned-Portable Air Defense System (MANPAD), it is imperative that we equip our air mobility fleet with the ability to detect and defeat these threats. USTRANSCOM places a high priority on efforts to modernize the aircraft defensive systems on our current generation of mobility aircraft and to deploy systems on those of our aircraft which currently lack protection.

The newest member of our air mobility team, the C-17 Globemaster III, enters its sixth year of operational service as a combat-tested veteran, continuing to exceed all of our original expectations. While it is a more productive airplane than the C-141 airlifter it replaces, it cannot fully meet all the requirements, nor provide the flexibility to the warfighter that is now satisfied by the 256 retiring C-141s. We now have 47 C-17s on the ramp in a planned acquisition of 120 total aircraft. Once all of our other force closure shortfalls are resolved, these 120 C-17s will provide the minimum organic airlift required by MRS BURU to meet with moderate risk the airlift called for in the CINC war plans. Besides the 120 C-17 aircraft, our

mobility force requires an additional 15 C-17s to support the critically important special operations mission currently flown by the C-141. Fourteen of the fifteen additional C-17s required are funded in the Air Force's FY 00 to 05 adjusted program.

As the C-17 assumes a greater role in 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 its required 75 percent mission capable rate and MRS-BURU wartime cargo delivery requirements. Based on current C-5 reliability, we would need an equivalent of 32 additional C-5s to meet MRS BURU's outsize and oversize airlift criterion. A comprehensive Analysis of Alternatives is underway to determine the most cost-effective solution to this air mobility shortfall. One of the alternatives being considered is a re-engining of the C-5 fleet, a step that could substantially increase that aircraft's reliability and reduce life-cycle costs. Full procurement of the C-17 and correcting the deficiencies associated with our poor C-5 mission capable rates remain at the top of USTRANSCOM's highest readiness priorities.

The KC-10 remains a standout performer in both its airlift and tanker roles, performing magnificently in every theater of operations. With twice the fuel offload capability of the KC-135 and twice the cargo capacity of the C-141, it is also a leader in maintenance reliability. Ongoing maintenance and upgrade programs are essential for keeping this reliable performer in top shape.

Complementing the KC-10 is the KC-135--a mobility workhorse entering its fifth decade of service. A series of engine, wing, and cockpit upgrades promises longevity well into the 21st Century. Meanwhile, USTRANSCOM is keeping a vigilant eye on two near-term challenges to the viability of the StratoTanker: corrosion and GATM compatibility restrictions.

Providing vital intratheater support, the C-130 Hercules is the world's 'theater airlift leader' for a variety of missions, including its critical combat air delivery mission. Nevertheless, this mobility mainstay is facing a number of serious challenges, including a widespread lack of commonality across the fleet, declining aircraft reliability, and total GATM noncompliance.

The majority of the fleet is over 25 years old and suffers from high engine, avionics, and fuselage maintenance requirements…this lowered reliability

translates directly to increased operating costs and diminished mission effectiveness. USTRANSCOM operates the largest fleet of C-130s in the world, consisting of C-130E, H, H1, H2, H3, and J model variants. This proliferation of configurations significantly impairs aircrew interoperability and logistics supportability. We plan to reduce the number of C-130 models by modernizing the older variants into a single common model, the C-130X, while continuing the replacement of the oldest C-130Es with newer C-130Js.

The Civil Reserve Air Fleet (CRAF) provides 91 percent of the command's international long-range passenger capability, 100 percent of the strategic patient movement and 41 percent of the international long-range air cargo capability required by MRS BURU. CRAF is an incredible success story, with enough carriers presently enrolled to meet 90 percent of our patient movement and 100 percent of our passenger and cargo requirements. In addition, the CRAF frees USTRANSCOM organic lift for militarily unique missions involving rapid response, outsized cargo, and combat operations. Without CRAF, it would cost the American taxpayer over $50B to procure, and $1-3B annually to operate, an equivalent-sized force in the organic fleet. We leverage this tremendous wartime capability by

guaranteeing our CRAF partners a portion of our peacetime business. It's a tremendous value!

People

The real strength of USTRANSCOM's readiness and warfighting capability lies in its people. It is through their superb efforts that we provide a responsive, dependable Defense Transportation System for America every day. In these days of increased operations tempo, we must remain sensitive to our people's needs –- not only because an emphasis on quality of life leads to higher member retention and improved readiness, but because it is simply the right thing to do.

USTRANSCOM fully supports Congressional efforts to ensure our people are compensated fairly with pay and benefits equal to the private sector. These efforts will keep faith with our people and return dividends by retaining talented troops as well as attracting the next generation of warfighters. Retaining the "best and brightest" is possible only when we provide their families with a respectable standard of living –- pay comparable with their civilian counterparts, an across the board 50% retirement system, and continued cost of living adjustments.

Conclusion

The mission of USTRANSCOM is to get the warfighter to the fight, sustain the warfighter during the fight, and to bring the warfighter home once the fight is won, or transition the forces to a second MTW. To meet the challenge of supporting two nearly simultaneous MTWs, we must continue to acquire new systems and modernize our existing fleets. In the sealift arena, we must complete the acquisition of our LMSR vessels, strengthen VISA, and improve our JLOTS capabilities. To improve our airlift capabilities, we must continue to acquire the C-17, modernize the C-5, upgrade the KC-135, and address the many aging and commonality issues facing our fleet of C-130s.

Today’s readiness is measured by degrees of risk. That risk translates directly to delayed force closure and ultimately, lives lost on the battlefield. We must aggressively take whatever steps are necessary to lower our mission risk and improve the capability of our strategic lift forces to meet the needs of our warfighting CINCs and National Security Strategy.