

Statement of
General Duncan J. McNabb, USAF
Commander, United States Transportation Command



Before the House Armed Services Committee

On the State of the Command

March 17, 2010

INTRODUCING THE UNITED STATES TRANSPORTATION COMMAND

Mission/Organization

Chairman Skelton, Representative McKeon, and members of the Committee, thank you for the invitation to testify today. I appreciate the strong and unwavering support of this committee to our Nation's defense, to the United States Transportation Command (USTRANSCOM), and to our military men and women and DOD civilians that serve so faithfully. Equally important is your tremendous support to our families.

One of our greatest asymmetric advantages over any adversary is our nation's strategic ability to move—it is a crown jewel in our National Strategy and gives us our true global reach. It is my honor to represent USTRANSCOM and the over 145,000 men and women that maintain this advantage. USTRANSCOM is a unique partnership of active duty, Guard, Reserve, civilian, contractor and commercial partners. Together we are an unrivaled, global team operating an integrated, networked end-to-end defense distribution system, providing logistics superiority when and where needed. At home or abroad, USTRANSCOM fosters trust and confidence by delivering combat power through that logistics network. Our components, Air Mobility Command (AMC), Military Sealift Command (MSC) and Military Surface Deployment and Distribution Command (SDDC) provide tremendous capabilities that we merge into multi-modal solutions to deliver effective support to the combatant commands at the best value to the nation.

As a supporting combatant command, we execute military and commercial transportation, terminal management, aerial refueling and global patient movement for the Defense Transportation System across the full range of military and humanitarian operations. Additionally, as the Distribution Process Owner (DPO), we lead a collaborative effort with the

Joint Deployment and Distribution Enterprise (JDDE) to increase the precision, velocity, reliability, efficiency and visibility of our distribution network and the DOD supply chain.

SUPPORTING GLOBAL OPERATIONS

USTRANSCOM's components, Air Mobility Command (AMC), Military Sealift Command (MSC) and Military Surface Deployment and Distribution Command (SDDC) provide tremendous capabilities that we merge into intermodal solutions to maximize efficiency and best support the combatant commands. In 2009, the components moved staggering quantities to all parts of the globe. AMC and our commercial partners airlifted more than 2 million passengers and 750,000 tons of cargo, while our aging tanker fleet delivered 230 million gallons of fuel to U.S. and coalition aircraft. Equally impressive, MSC shipped 2.3 million square feet and SDDC moved 3 million tons of cargo worldwide. Finally, to support global DOD requirements, MSC's point-to-point tankers delivered 1.78 billion gallons of fuel.

Support to USCENTCOM

Over the past year, in direct support of U.S. Central Command (USCENTCOM) force flow, we deployed and redeployed 36 Brigade Combat Teams, 34,000 Air Expeditionary Forces, 8 Security Force packages, and moved Marine Expeditionary, Stryker and Combat Aviation Brigades to support the Afghan elections.

Given President Obama's decision to increase forces in Afghanistan, USTRANSCOM is working with USCENTCOM to meet theater force flow and sustainment requirements while optimizing the logistics flow through major en route air, sea and surface hubs. In partnership with our Service components and commercial partners, we are meeting the President's intent to surge forces into theater at the fastest possible pace, moving more than 5,000 of the additional 30,000 troops into Afghanistan as of the end of February. We are on target to move the remaining 25,000 personnel through the summer. Additionally, we are actively engaged to

responsibly drawdown the force in Iraq, flowing materiel to Afghanistan and the United States as required.

A top priority for USTRANSCOM in support of operations in Afghanistan is maturing the Northern Distribution Network (NDN). Established in 2008 in partnership with USCENTCOM, U.S. European Command (USEUCOM), U.S. Pacific Command (USPACOM), Department of State (DOS) and DOD; the NDN is a key strategic alternative to the congested Pakistan ground lines of communication (PAKGLOC). Since March 2009, over 8,100 containers of non-lethal cargo moved by commercial air, ship, truck and rail through routes across Northern Europe, Russia, Central Asia and the Caucasus. In 2010, the volume and velocity on the NDN will increase as we exercise local purchase options with NDN countries and further expand our logistics processes across the network.

Given the dangers to the troops in Afghanistan, we are ensuring warfighters receive the latest advances in vehicle protection. To that end, we delivered over 2,600 Mine-Resistant Ambush Protected (MRAP) vehicles and more than 20,000 short tons of vehicle armor kits. Additionally, we have delivered 1,105 MRAP All-Terrain Vehicles (M-ATV) since production began in October 2009.

Mountainous terrain, high threat and poor infrastructure make airdrop a vital part of our support to USCENTCOM. Since 2006, we have more than tripled airdrop deliveries, using C-17s, C-130s and other contract aircraft to deliver over 29 million pounds in 2009. In addition to conventional drops, we employed the Joint Precision Airdrop System and the Improved Container Delivery System to deliver over 3 million pounds of cargo to warfighters operating in extremely challenging terrain. These systems improved accuracy by 60 percent and allow drops from higher altitudes, mitigating threats our aircrews encounter at lower altitudes. Finally, we

are testing Low Cost Low Altitude airdrop and other delivery systems to improve accuracy and lower costs—innovations to get critical supplies to forces in remote areas—on time, on target.

Another high priority to ensure the continued delivery of critical supplies is addressing the threat of piracy faced by our commercial partners. Military Sealift Command has led a successful effort with interagency, industry, international organizations and nations in the region to share information and best practices, thereby reducing the vulnerability of U.S. flagged vessels transiting high risk waters in and around the Horn of Africa and the Indian Ocean.

Support to Other Combatant Commands

In USSOUTHCOM, we provided civilian airlift support to Honduras during their period of political turmoil and provided airlift support for President Obama's participation in the Summit of the Americas. We also conducted detainee movement operations from Guantanamo Bay, Cuba, while our defense couriers transported attorney-client material in support of high value detainee litigation. We also exercised our Joint Logistics Over-the-Shore capability, perfecting the ability to unload equipment from ships at anchor without the benefit of fixed deep draft ports. As the year drew to a close, this would prove a lifesaving capability as the world joined together in a "unified response" to the devastation in Haiti.

The recent events in Haiti highlight USTRANSCOM's ability to rapidly deliver humanitarian assistance to those in desperate need. Immediately after the earthquake, USTRANSCOM alerted our Joint Task Force Port Opening units and began developing relief plans. Within 48 hours, we deployed an assessment team to the air and sea ports at Port-au-Prince to survey the damage and began coordinating the air and sea bridge of humanitarian supplies and personnel. USTRANSCOM's personnel, including two Joint Task Force Port Opening units (airport and seaport), deployed to assist in moving the critical supplies needed to ease the suffering. The response of our commercial partners was equally impressive. Within

days of the earthquake, our commercial partners were surveying the seaport to establish over-the-shore operations and moving container ships, vehicle carrying vessels and lighterage to Haiti.

Within the first fifteen days after the earthquake, USTRANSCOM and our commercial partners airlifted 9,529 tons of goods and 6,387 relief personnel into Haiti, and evacuated 11,588 individuals from Haiti. This included the urgent deployment of the 2^d Brigade Combat Team of the 82^d Airborne Division—one of their largest and fastest movements since the Vietnam Conflict. We also airdropped over 125 tons of food and water to remote locations. As of the end of February 2010, mobility air forces had flown 3,713 sorties, lifting 17,902 tons of cargo and 27,324 passengers.

Furthermore, despite near catastrophic damage to the port, USTRANSCOM commercial and military vessels delivered 387,857 tons of cargo into Haiti, including 1,590 containers of humanitarian assistance/disaster supplies, vehicles and additional break-bulk relief cargo.

All told, as of March 1, 2010, USTRANSCOM provided 405,759 tons of lifesaving cargo, more than 2.5 million meals and over 5 million liters of water to Haitians in need.

USTRANSCOM aeromedical teams also deployed to Port-au-Prince Airport immediately after the earthquake. Working closely with other federal and state agencies, USTRANSCOM moved 318 injured earthquake victims on 30 aeromedical evacuation flights. Additionally, we transported over 400 adoptees on military and commercial aircraft.

We remained quite active in USEUCOM's AOR as well. USTRANSCOM rotated over 3,800 U.S. forces into the AOR to support the North Atlantic Treaty Organization (NATO)-led Kosovo security presence in the Balkans. Additionally, we provided strategic lift for five major exercises to enhance USEUCOM and NATO readiness.

We supported U.S. Africa Command (USAFRICOM) by rotating over 800 U.S. forces and nearly 300 tons of cargo into the Horn of Africa as part of Operation ENDURING

FREEDOM (OEF). We also moved 950 U.S. forces for AFRICAN LION, USAFRICOM's largest combined exercise used to build partnerships with key African nations.

In USPACOM, a priority was providing humanitarian assistance and disaster response in the wake of the devastating tsunami in American Samoa and the earthquakes in Indonesia. In support of the National Science Foundation's Operation DEEP FREEZE, we airlifted over 6,300 tons of cargo and 3,250 passengers and sealifted nearly 5.7 million gallons of fuel and 7.5 million pounds of cargo into McMurdo Station, Antarctica. We also were at work in the Philippines, transporting more than 2,000 passengers, 2,300 tons and 63,000 square feet of cargo for Operation ENDURING FREEDOM—Philippines.

Working closely with U.S. Strategic Command, we are countering cyber threats to our enterprise networks. Our reliance on unclassified military and commercial information systems for our transportation and logistics mission makes this a constant challenge as independent and state-supported cyber criminals become more sophisticated in their incursion attempts.

Finally, at home, USTRANSCOM aided U.S. Northern Command (USNORTHCOM) and the Federal Emergency Management Agency, providing command and control and port opening capabilities to help reduce loss of life and property during the Red River flood that submerged parts of North Dakota. Additionally, we continue to provide deployment support for USNORTHCOM's Consequence Management Response Force.

Support to Other Nations – Building Distribution Partnerships

USTRANSCOM depends on close partnerships with nations across the globe to successfully conduct our mission. The Security Assistance Program focuses the DOD on military-to-military partnerships, yet USTRANSCOM is building partnerships with foreign governments and foreign private organizations as well.

The authority to make very modest investments has netted great logistical advantages. For example, the NDN-- a relatively small diplomatic effort -- has allowed relationships with Central Asian and Caucasus states to grow 'exponentially'. By sharing less than \$20K of computer equipment with one of our partners, the diplomatic note paperwork process for transit approvals was reduced by one third, resulting in an increased velocity for the cargo supporting the warfighter, and estimated cost avoidance in the millions of dollars (shortening the leadtime for delivery reduces the quantities required to fill the pipeline).

In order to secure a critical northern overflight route into Afghanistan, in FY09 USTRANSCOM secured \$1.7M in Department of Defense discretionary funding to address air traffic control shortfalls with a key partner nation, substantially increasing air traffic control capacity to support the increased OPTEMPO in Afghanistan.

The ability to engage non-military stakeholders and build global distribution partnerships gives us the necessary flexibility to provide the best possible support to our warfighters.

Support for the Warfighter

One of our most critical missions is moving injured warfighters from the battlefield to world-class medical treatment facilities. In 2009, we transported over 8,460 patients from the USCENTCOM AOR and over 15,120 patients globally—saving lives with rapid response. Our unique ability to provide medical care while moving patients out of harm's way and into the hands of medical specialists is second to none. We are currently maturing our Joint Patient Movement Expeditionary System, a deployable, scalable version of our current patient movement system, which will give us even greater capability to get wounded warriors to critical care as quickly as possible.

Our support to the warfighter also includes improving quality of life at home. With over 300,000 personnel and their families and 2 billion pounds of household goods moving each year,

we are committed to making family moves much simpler through the Defense Personal Property Program (DP3). Concentrated on best value procurement standards and a streamlined claims process, this program is aimed at providing the best move experience for our families. The Defense Personal Property System (DPS) program is a key element to DP3, and USTRANSCOM is striving to make this a world class tool for warfighter. We began worldwide rollout of DPS in February 2009 and are working closely with the Services to steadily increase its functionality and performance.

Improving Global Joint Sourcing Solutions

As the DPO, USTRANSCOM is responsible for improving the precision and velocity of DOD's supply chain. To enable our experts to more closely collaborate, we have undertaken an effort to co-locate them in a fused operations center. USTRANSCOM is only months away from the ribbon-cutting of this new facility, a result of a 2005 Base Realignment and Closure initiative. When completed, the "campus at Scott Air Force Base" will include two of our three Service components and a Fusion Center, which will house air, land and sea experts working together on the same operations floor. The Fusion Center will be co-located with the Joint Intelligence Operations Center – Transportation to firmly link operations and intelligence—improving mission execution by identifying and assessing threats to our intermodal operations at seaports, airfields and surface networks worldwide.

One of our most important process improvement and information technology initiatives over the coming decade is Agile Transportation for the 21st Century (AT21). AT21 will allow our customers to connect to the enterprise from across the globe and closely collaborate with the Fusion Center on deployment and distribution solutions. AT21 will automate current manpower-intensive processes to enable operators to reformulate plans quickly and dynamically, explore various time and cost options, or adjust to changing global circumstances. This system will

provide users with real-time deployment and distribution information and visibility from one end of the supply chain to the other—factory to foxhole. Ultimately, AT21 will expedite decision making, ensuring troops and materiel are delivered on time and at best value to the nation.

The ability to deliver and execute world class logistics solutions depends on having forces sized and postured correctly to support every AOR. USTRANSCOM's Joint Distribution Process Analysis Center (JDPAC) provides the analytical talent needed to make those joint mobility, deployment and distribution determinations. Combining analysts from AMC, MSC and SDDC, the JDPAC is rapidly becoming DOD's deployment and distribution analytical center of excellence. Its first major undertaking was partnering with the Office of the Secretary of Defense Cost Assessment and Program Evaluation team to co-lead the Mobility Capabilities and Requirements Study 2016 (MCRS-16). This extensive study indicated that the programmed mobility force structure is sufficient to meet the national defense strategy. JDPAC has also aided USCENTCOM by computer modeling the development and expansion of the NDN into Afghanistan and analyzing ways to expand air and surface distribution capacity. These efforts shaped the decisions to support force increases in Afghanistan and the drawdown in Iraq.

Maintaining Air Mobility Readiness

Rapid global mobility is critical to USTRANSCOM's quick reaction capability to meet the needs of the joint force and we need to continue recapitalizing our air mobility force. The ability to extend the range and persistence of almost all other joint force aircraft through air refueling is a distinct asymmetric advantage for our nation—we need to maintain this advantage. Replacing the KC-135 with the KC-X remains my number one recapitalization priority. In addition, KC-135 sustainment and modernizing our aging KC-10 fleet is a necessity as well. To keep the KC-135 and KC-10 a viable asset through 2040 and allow the fleet to operate in the global airspace environment, we must continue to update these aircraft.

Strategic airlift is a critical national capability and requires a flexible, capable fleet of inter-theater airlift aircraft. The C-17 has proven its worth over the past 8 years in Operations IRAQ FREEDOM and ENDURING FREEDOM. Its strategic reach and agility in the tactical role have made it an irreplaceable asset.

Complementing the C-17, the outsized and oversized cargo capability provided by the C-5 is essential to meeting our global mobility requirements.

Modernizing the C-5 through the Avionics Modernization Program (AMP) and the Reliability Enhancement and Re-engining Program (RERP) is absolutely critical to improve the mission capability of this airplane. Again, we agree with Air Force efforts to manage the airlift fleet mix through C-5 retirements as necessary to meet our national strategy.

The DOD also requires safe and agile intra-theater airlift and the C-130 continues to be the workhorse of our mobility force operations in Iraq, Afghanistan and other regions around the world. Fielding the C-27J during the coming year, along with acquisition of the C-130J and modernization of legacy aircraft through the C-130 AMP will ensure the continued viability of our intra-theater fleet.

As the Air Force brings the first C-27Js on line in FY10, we are confident this new intra-theater asset will provide significant mission-critical/time-sensitive airlift capability in direct support of our joint partners. Its ability to serve in the general and direct support roles will maximize the utility for the warfighter.

To provide command and control of our warfighters, senior leaders continue to need access to our fleet of Operational Support Airlift (OSA) and Distinguished Visitor (DV) aircraft. To enable a worldwide view of the DOD OSA and executive aircraft fleets, USTRANSCOM remains a strong stakeholder in the development of a common movement management system with the Navy, Army, Air Force and Marine Corps. This common system will improve visibility

of the worldwide OSA fleet, greatly enhance tracking of senior DOD and U.S. Government leaders, resulting in improved scheduling efficiencies, and maximize fleet utilization.

The Civil Reserve Air Fleet (CRAF) is a national asset that provides commercial aircraft to augment our organic fleet to ensure USTRANSCOM can rapidly project and sustain forces. With our industry partners, we are moving forward on Congressional mandates to improve predictability of DOD commercial charter requirements and incentivize carriers to use modern aircraft to fulfill peacetime CRAF missions, all while simultaneously working to strengthen carrier participation. By adjusting how we forecast fixed mission requirements, we doubled the FY10 contract from \$300 million in FY09 to over \$600 million. In FY11, we plan to use, for the first time, the guaranteed minimum business authorities granted by Congress to further increase the annual contract purchase amount and to prepare for the eventual return to pre-9/11 business levels. Finally, we are working with our commercial partners to incentivize modernization to capitalize on the fuel efficiency of newer aircraft.

To encourage modernization, we enacted rate adjustments for modern aircraft in the FY10 contract and examined the benefits of using Boeing 747-400 freighters on nonstop routes from the U.S. to Afghanistan in our Extended Range Cargo Channel test. We are also examining pallet weight, pallet dimensions and our aerial port processes to fully leverage the modern assets our CRAF carriers may provide. Additionally, AMC instituted concurrent servicing and ground turn times to maximize use of our CRAF partners' assets by keeping them in the air.

Maintaining Sealift Readiness

Like airlift, cost effective commercial ocean transportation is vital. As one of the largest single shippers of ocean cargo worldwide, DOD spends approximately \$1.85 billion annually on commercial transportation through Universal Services Contracts. We acquire these intermodal services by capitalizing on our commercial carriers' established infrastructures and trade routes.

USTRANSCOM also partners with the U.S. commercial sealift industry and the Department of Transportation through programs like the Maritime Security Program (MSP), Voluntary Intermodal Sealift Agreement and Voluntary Tanker Agreement. These partnerships give us critical access to U.S. commercial capability while ensuring the availability of a viable U.S. flag maritime industry and U.S. citizen mariner pool in times of national emergency.

We also work closely with the Defense Logistics Agency's Defense Energy Support Center to meet DOD's fuel requirements. In October 2010, MSC will take delivery of the first of two U.S. built product tankers under time charter arrangements. The new tankers will replace the current T-5 fleet as it reaches the end of its 25-year service life.

Additionally, we look forward to the acquisition of the Joint High Speed Vessel (JHSV). The JHSV promises to bridge the gap between low-speed, heavy sealift and high-speed light airlift, providing flexible and efficient transportation and distribution options for the combatant commanders across vast expanses of their AORs.

Finally, I urge continued congressional support of the National Defense Sealift Fund (NDSF) and the MSP. Full funding of NDSF is necessary to maintain the Large Medium-Speed Roll-On/Roll-Off (LMSR) vessels in reduced operating status (ROS) 4 and the majority of the Ready Reserve Force in ROS 5—assets critical for our ability to surge when required. Support of the MSP, in addition to supporting a U.S. flag commercial fleet, is critical to maintaining the U.S. merchant mariner base which provides the manpower needed for surge operations.

Maintaining Infrastructure Readiness

A high priority for USTRANSCOM is to preserve and expand the number of en route locations that have airlift, sealift and surface capability all "inside the fence." Intermodal "crown jewels" in our system like Rota, Spain, Diego Garcia and Souda Bay, Greece are key to global force projection. Camp Lemonier, Djibouti is another critical airlift en route location which

holds promise as a future intermodal jewel with the recently completed seaport just to the North. The use of these locations increases supply chain velocity, allowing decreased delivery times and reduced costs. For example, we used a sealift/airlift multi-modal solution for the 5th Stryker Brigade Combat Team's deployment from Fort Lewis Washington to Afghanistan. Transiting by ship to Diego Garcia then transitioning to aircraft, we moved more than 3,800 troops and 900 pieces of unit equipment 38 days more quickly than if we had executed the entire deployment using only aircraft. This multi-modal solution also saved taxpayers over \$100 million. In 2009, USTRANSCOM, in coordination with the other combatant commands, recommended funding be allotted for a control tower replacement at Rota and a modernized air freight terminal at Andersen AFB, Guam. These projects will directly enhance distribution efficiency and effectiveness at these key DOD intermodal nodes.

In addition to preserving and expanding global access, we continue to optimize infrastructure in the continental United States (CONUS) and our territories. Using the 2008 Port Look study, SDDC in collaboration with members of the National Port Readiness Network designated three new strategic seaports—Charleston Naval Weapons Station, SC, the Port of Port Arthur, TX and the commercial Port of Guam. Adding these ports will provide the flexibility to meet current and future deployment requirements in the U.S. and the Western Pacific region.

LEADING THE JDDE TRANSFORMATION

Improving the DOD Supply Chain

USTRANSCOM and our JDDE partners are driving tangible improvements in the DOD supply chain by developing new tools and processes that allow us to monitor the flow—knowing what is in the pipeline, where it is and how fast it is moving. For example, as DOD's lead proponent for radio frequency identification and related automatic identification technology, we continue to expand use of these technologies to gain exquisite visibility into the supply chain.

The data this technology provides has proven invaluable in reducing pilferage and monitoring delivery performance on the PAKGLOC into Afghanistan. Our industry partners and Services are expanding their use on the NDN from the north as well.

Another extremely useful tool is the Integrated Distribution Lanes (IDL) model. This model breaks up the complex supply chain into measurable and controllable route segments along which we monitor the movement of people and cargo. Armed with actionable data, USTRANSCOM, Defense Logistics Agency (DLA) and the Services gain performance visibility “inside the pipe.” This enables us to eliminate bottlenecks and chokepoints in the supply chain and identify intermodal transportation options to reduce costs.

In 2009, as part of our DPO Strategic Opportunities, we successfully launched three improvement initiatives. First, we improved on-time delivery performance to customers in USPACOM by up to 28 percent by synchronizing distribution processes between agencies at hand-off points—we essentially removed “dead time” from the supply chain for USPACOM commodities. We plan to apply these principles to USCENTCOM in the near future.

Second, we created a new Surface Route Plan that helps us determine whether routing surface cargo directly to the customer or using consolidation centers is more cost efficient and has a better chance of meeting the required delivery date. By using this planning tool to identify consolidation opportunities, we have increased the use of more cost-effective 40-foot containers (vice 20-foot containers) to maximize utilization of the containers and reduce overall cargo hold time in CONUS. We anticipate these improvements will reduce over-ocean shipping costs by \$8 million per year and increase cargo velocity by up to 25 percent.

Third, we implemented a new service at the Travis AFB aerial port when there is not enough cargo available to justify a full plane charter. This less-than-planeload (LPL) option allows the aerial port to switch to other contract vehicles to best meet shipping requirements and

required delivery dates at reasonable cost. We are in the initial stages of incorporating commercial less-than-planeload service into our portfolio of services provided by aerial ports at select locations when we cannot fully use an entire aircraft. This service provides another option for matching cargo demand with shipping capacity and will provide USTRANSCOM additional flexibility to meet the warfighter's needs.

One of USTRANSCOM's efficiency improvement efforts is the Defense Transportation Coordination Initiative, implemented to transform CONUS freight movement from a disparate locally managed process to a more integrated, enterprise level program. In partnership with the DLA and the Services, the program's performance goals for on-time pickup and delivery, minimal damage, claims, small business participation and cost savings/avoidance are all on track. We have activated over 70 sites across the U.S.—that number is growing, as is the gross cost savings, which is approaching \$93.6 million—a 30.4 percent gross freight cost avoidance.

Improved visibility across the DOD supply chain is dependent on maturing the enterprise information technology portfolio. Since being designated as the DPO in 2003, USTRANSCOM has been streamlining information technology systems, eliminating those where it makes sense, converging others, and creating a capabilities-based, web-enabled, enterprise level portfolio of services. Our goal is to standardize common distribution processes and information exchanges while allowing the Services the flexibility to be unique where required.

Developing expeditionary capabilities also enhances our ability to provide quick response to needs in any AOR. In 2009, SDDC took control of the Army's Rapid Port Opening Elements from U.S. Forces Command. These elements support TRANSCOM's Joint Task Force-Port Opening (JTF-PO)—an on-call, jointly trained, worldwide deployable team which enables the rapid opening of ports. This new command and control arrangement allows us to tailor port opening teams for both air and seaports and rapidly deploy them to meet COCOM requirements.

Looking Ahead

Looking ahead, USTRANSCOM will continue to support irregular warfare against a global enemy with the challenges of widely dispersed operations, diminishing overseas access, and unsecured supply lines of communication. We will do so in partnership with our joint, inter-agency and coalition partners using a highly integrated network of commercial and military capability.

To support those future operations, we are continuously exploring ways to support the future force. Our Afghanistan operations emphasize the need to operate and sustain our troops in all environments, including those with limited access and significant infrastructure challenges. Through our Deployment and Distribution Enterprise Technology Research, Development, Test and Evaluation (RDT&E) Program, we leverage emerging technologies to meet these and other challenges. For example, in partnership with the U.S. Joint Forces Command and the Marine Corps, we achieved promising results using the A160T Hummingbird unmanned aircraft to test delivery of cargo to sustain the warfighter in austere and urban environments.

We are also working on the next generation of guidance, navigation and control systems for the Joint Precision Airdrop System, a combat-proven tool which has given us outstanding results in the high terrain of Afghanistan. These upgrades will improve airdrop accuracy and expand ability to resupply our forces in remote and isolated areas.

Finally, USTRANSCOM and the Navy are in final stages of demonstrating a new crane system that allows the transfer of 20-foot containers between vessels in heavy seas. When fully developed, these cranes will provide a means to sustain the joint force from the sea in locations without fixed port infrastructure. These representative RDT&E investments may greatly improve the precision and velocity of the DOD supply chain. We appreciate the congressional

support for our RDT&E program—it delivers cost-effective, life-saving distribution and logistics innovations to the warfighter.

Fiscal Stewardship

USTRANSCOM is ever mindful of costs, and we constantly seek cost efficiencies through improvements to how we deliver support to the warfighters. Since 2003, we and our enterprise partners have avoided over \$3.2 billion in costs through transformational distribution initiatives, improving supply alignment, and optimizing strategic air and surface processes—all while simultaneously improving end-to-end velocity and delivery effectiveness.

Additionally, as the DOD's largest consumer of hydrocarbons, we continue to pursue alternative fuels. AMC made significant progress in 2009—the C-17 and C-5 are now fully certified for unrestricted use of coal-based or natural gas-based synthetic fuel blends. Additionally, the C-130J and KC-135 completed testing and await their certification. Efforts are underway between AMC and the Federal Aviation Administration to certify the remaining AMC aircraft types. We see certification in biofuels as one more step toward a long term effort to significantly reduce reliance on petroleum products.

FINAL THOUGHTS

USTRANSCOM's mission is to get our warfighters to the fight, to sustain them in the fight and to get them home when the mission is complete, while doing so effectively and efficiently. We are also mindful that our capability to help those in need brings them hope, serves as a message of our nation's strength and demonstrates directly the American people's compassion. I am extremely proud of the men and women of the United States Transportation Command. Together with our partners across the globe, we operate a unique enterprise that saves lives every day and allows our warfighters to win. This unrivaled team will continue to mature and transform the Joint Deployment and Distribution Enterprise to enhance its logistics

capabilities, focus its resources, and deliver superior support to our warfighter, our nation and all those in need. USTRANSCOM has earned the trust of those we support, and as each new challenge arises, we will always, always deliver. Mr. Chairman, thank you again for your committee's continued superb support for USTRANSCOM and for your steadfast commitment to the members of our Armed Forces.