

Advance Questions for General Duncan J. McNabb, USAF
Nominee for Commander, United States Transportation Command

Defense Reforms

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and the chain of command by clearly delineating the combatant commanders' responsibilities and authorities and the role of the Chairman of the Joint Chiefs of Staff. These reforms have also vastly improved cooperation between the services and the combatant commanders, among other things, in joint training and education and in the execution of military operations.

Do you see the need for modifications of any Goldwater-Nichols Act provisions?

I have served the majority of my Air Force career under Goldwater-Nichols provisions and have had ample opportunities to observe the implementation and the beneficial effects of Goldwater-Nichols reform on all Services, including the Air Force. I am also a product of the joint education system that stemmed from that legislation. I completely agree with the goals of those defense reforms; they remain essential to the effective employment of our nation's military forces. Most importantly, these reforms have yielded a demonstrated improvement in the joint warfighting capabilities of the United States Armed Forces. I realize that any legislation enacted two decades ago, in the context of the Cold War, might need to be modified to reflect the current national security environment. I also realize that some members of this committee are hard at work on what is widely known as Goldwater-Nichols II. If confirmed as a joint commander, I will work closely with the Secretary of Defense, my counterparts across the joint community, and other senior leaders, as well as the Congress, to make sure that this seminal legislation continues to be suitable for the challenges our Nation faces.

If so, what areas do you believe might be appropriate to address in these modifications?

If confirmed as the Commander of United States Transportation Command, I look forward to the opportunity to further explore and assess Goldwater-Nichols from the vantage point of a Joint Combatant Commander.

Duties

What is your understanding of the duties and functions of the Commander, U. S. Transportation Command?

The mission of the Commander, United States Transportation Command is to provide air, land and sea transportation for the Department of Defense (DOD), in peace and war. The Commander relies on his Component Commands - Air Mobility Command (AMC), Military Sealift Command (MSC), and the Military Surface Deployment and Distribution Command (SDDC) - to accomplish this mission. The Commander also has the Distribution Process Owner (DPO) mission to improve the worldwide DOD distribution system. As DPO, the Commander works closely with the Defense Logistics Agency and the Services to identify inefficiencies, develop solutions and implement improvements throughout the end-to-end distribution system. The U.S. Transportation Command team blends active and reserve forces, civilian employees and commercial industry partners to provide the mobility forces and assets necessary to respond to the full range of military operations.

What background and experience do you possess that you believe qualifies you to perform these duties?

My career in operational and strategic lift, including Commander of the Tanker Airlift Control Center (TACC), service as Joint Staff Director for Logistics (DJ4) and as Commander Air Mobility Command qualifies me for this challenging assignment. My most recent experience as Vice Chief of the United States Air Force and my ongoing interactions with the entire joint community, most specifically the Chairman and Vice Chairman, and the Army, Navy and Marine Vice Chiefs, as well as my service as a member of the JROC add to my qualifications.

If confirmed, I will be honored to lead the men and women of USTRANSCOM as they continue – as true joint war fighters – to transform the logistics backbone that TRANSCOM provides the Nation and its allies in peace, crisis and war.

Do you believe that there are any steps that you need to take to enhance your expertise to perform the duties of the Commander, U. S. Transportation Command?

As Commander, I need a complete understanding of current Defense Department and national transportation issues, including the challenges facing the commercial transportation industry and our national partners upon whom we so heavily rely. I will strive every hour of every day to ensure I am prepared for this critical duty.

Relationships

Section 162(b) of title 10, United States Code, provides that the chain of command runs from the President to the Secretary of Defense and from the Secretary of Defense to the combatant commands. Other sections of law and traditional practice, however, establish important relationships outside the chain of command. Please describe your understanding of the relationship of the Commander, U. S. Transportation Command to the following offices:

The Deputy Secretary of Defense

The Deputy Secretary of Defense has full power and authority to act for the Secretary of Defense when serving as his designated representative. As such, the Commander U.S. Transportation Command will report to and through the Deputy Secretary when serving in that capacity.

The Under Secretaries of Defense

Under Secretaries of Defense coordinate and exchange information with DOD components, including combatant commands, which have collateral or related functions. In practice, this coordination and exchange is normally routed through the Chairman of the Joint Chiefs of Staff. If confirmed as a combatant commander, I will act accordingly.

The Chairman of the Joint Chiefs of Staff

The Chairman is established by Title 10 as the principal military advisor to the President and Secretary of Defense. The Chairman serves as an advisor and is not, according to the law, in the chain of command, which runs from the President through the Secretary to each combatant commander. The President directs communications between himself and the Secretary of Defense to the Combatant Commanders via the Chairman of the Joint Chief of Staff. This keeps the Chairman fully involved and allows the Chairman to execute his other legal responsibilities. A key responsibility of the Chairman is to speak for the Combatant Commanders, especially on operational requirements. If confirmed as a Commander, I would keep the Chairman and the Secretary of Defense promptly informed on matters for which I would be personally accountable.

The Vice Chairman of the Joint Chiefs of Staff

The Vice Chairman has the same statutory authorities and obligations of other members of the Joint Chiefs of Staff. Additionally, he chairs the Joint Requirement Oversight Committee—a critical function and a product of the Goldwater-Nichols Act. When performing duties as the Acting Chairman, the Vice Chairman's relationship with the Combatant Commanders is exactly the same as that of the Chairman. If confirmed, I will assist the Vice Chairman to execute the duties prescribed by law or otherwise directed by Secretary of Defense or the Chairman of the Joint Chiefs of Staff.

The Director of the Joint Staff

The Director of the Joint Staff assists the Chairman in managing the Joint Staff. The Director of the Joint Staff does not fall within the combatant commander's chain of command; however, he enables important decisions to be made as the combatant commander's staff interacts with the Joint Staff.

The Secretaries of the Military Departments

Close coordination with each Service Secretary is required to ensure that there is no infringement upon the lawful responsibilities held by a Service Secretary.

The Chiefs of Staff of the Services

The Chiefs of Staff of the Services organize, train, and equip their respective forces. No Combatant Commander can ensure preparedness of his assigned forces without the full cooperation and support of the Service Chiefs. As members of the Joint Chiefs of Staff, the Service Chiefs have a lawful obligation to provide military advice. The experience and judgment the Service Chiefs provide is an invaluable resource for every Combatant Commander. If confirmed as Commander U.S. Transportation Command, I will pursue an open dialogue with the Service Chiefs and the Commandant of the US Coast Guard.

The other combatant commanders

If confirmed, I will encourage open dialogue with the other Combatant Commanders to foster trust and build mutual support. Today's security environment requires us to work together to execute U.S. national policy.

Major Challenges

In your view, what are the major challenges confronting the next Commander, U. S. Transportation Command?

Looking ahead, I see two major challenges for USTRANSCOM. The first is to preserve the viability of our commercial transportation partnerships-Civil Reserve Air Fleet (CRAF) and Voluntary Intermodal Sealift Agreement (VISA), in an era of high oil prices, industry consolidation and, at some point in the future, a post OIF/OEF environment with a significantly reduced business base. The second is to ensure we have the appropriate global en route infrastructure to support future force projection and sustainment as we shift to a smaller overseas military presence with more deployments from U.S. bases. In the near term, I am mindful of balancing world-wide mobility requirements and supporting our ongoing deployment, redeployment and distribution operations in CENTCOM.

If confirmed, what plans do you have for addressing these challenges?

The CRAF and VISA programs are key components of the Nation's ability to project combat power. To that end I will ensure that I maintain a strong relationship with our industry partners, that I am mindful of the trends affecting the airline and sealift industries and that our contracts with our commercial partners deliver what the Nation needs. If confirmed I will also work closely with your staffs for any legislative support we believe is necessary to ensure the future

viability of these programs. With respect to global en route infrastructure, I will work with OSD, the Joint Staff, the Combatant Commands, and the Services to maintain the existing en route network, and to ensure we make the necessary investments to expand strategic reach into emerging areas of interest, such as Africa, South America, and Southeast Asia.

Priorities

If confirmed, what broad priorities would you establish?

If confirmed, I look forward to opportunities to explore and assess the challenges confronting USTRANSCOM. Initially my priorities will be to ensure a viable surge capability for the deployment, sustainment, and redeployment of the nation's military forces at a time when our commercial transportation partners are facing high oil prices and industry consolidation. I'll also work to preserve appropriate global en route infrastructure to support force projection and sustainment.

Most Serious Problems

What do you consider to be the most serious problems in the performance of the functions of the Commander, U. S. Transportation Command?

The first challenge is to continue to build a single unified Joint Deployment and Distribution Enterprise (JDDE). Unified enterprise efforts will enhance delivery of forces and sustainment to the Joint Force Commander, link the joint force to the DOD supply chain and improve trust and confidence in the distribution system. The second challenge is to balance our engagement with industry partners to keep this vital commercial capacity viable in time of need and to maintain military readiness. We must continue to incentivize our industry partners to maintain a robust commercial surge capability. At the same time, we must sufficiently employ our military assets to maintain their readiness. Managing the balance between industry and readiness will be especially challenging in a post-OEF/OIF world.

If confirmed, what management actions and time lines would you establish to address these problems?

If confirmed, I will prioritize these concerns and then define specific actions, time lines and solutions to build a unified JDDE and find a balance between military readiness and industry partnerships.

Distribution Process Owner

In September 2003, following a review of logistics operations for Operation Iraqi Freedom, the Secretary of Defense designated the Commander, U. S. Transportation Command (USTRANSCOM), the Distribution Process Owner

(DPO). As the DPO, USTRANSCOM was tasked to improve the overall efficiency and interoperability of distribution related activities -- deployment, sustainment, and redeployment support during peace and war.

What is your understanding of USTRANSCOM's responsibilities as the DPO?

The mission of USTRANSCOM as the Distribution Process Owner (DPO) is two fold: first, to coordinate and oversee the DOD distribution system to provide interoperability, synchronization and alignment of DOD wide, end-to-end distribution; and, second, to develop and implement distribution process improvements that enhance the Defense Logistics and Global Supply Chain Management System.

What is your assessment of the progress has USTRANSCOM made in improving the distribution process?

The Command has made significant progress in transforming DOD distribution. USTRANSCOM established a Joint Deployment and Distribution Enterprise (JDDE) Community of Interest comprised of USTRANSCOM and National Partners to develop a governance structure and measure performance framework, and to implement DOD distribution improvements. USTRANSCOM now measures global DOD distribution performance from end-to-end using Combatant Commander defined measures of success. They then use those measures to make process improvements which increase distribution precision and reliability and decrease cost. For example, simple process changes in how ocean containers are booked has resulted in a 20 percent increase in velocity to the CENTCOM AOR. Likewise, network changes and process improvements in EUCOM have resulted in a 42% reduction in over-ocean costs and a 22% reduction in channel air costs with improved delivery times to the customers. Finally, improved coordination as a result of DPO initiatives since 2003 has achieved Total Validated Cost Avoidances of \$1.9B.

Do you believe that the current systems needs any changes to enhance the ability of USTRANSCOM to execute the responsibilities of the DPO?

I believe the Commander of USTRANSCOM has the necessary authorities to execute his responsibility as the DPO. If confirmed, I will continue to build on the hard work and successes achieved to date. I will also find new areas in the DOD supply chain that emphasize a total cost management view, that balance inventory costs with transportation costs and achieve best value for the warfighter.

Strategic Airlift

The long-standing requirement for strategic airlift has been set at a level of 54.5 million ton-miles a day.

Based on your experience, do you perceive a continuing shortage in inter-theater airlift?

The requirement for 54.5 MTM/D of combined organic and commercial capacity was set by the Mobility Requirements Study 2005 (released in 2000). Since then, the Mobility Capability Study (MCS) released in 2005 identified a range of 292-383 organic strategic tails necessary to meet the National Military Strategy in 2012. Furthermore during the C-5 RERP Nunn-McCurdy process, the Joint Requirements Oversight Committee took this one step further and certified 33.95 MTM/D as the organic portion of the requirement necessary to satisfy the MCS. Based on this 33.95 MTM/D requirement, I do not currently perceive there to be a shortage of inter theater airlift assuming we resource 205 C-17s, 52 Reliability Enhancement and Re-engining Program (RERP) modified C-5Bs, and 59 Avionics Modernization Program (AMP) modified C-5As. The upcoming Mobility Capabilities and Requirements Study 2016 (MCRS-16) will analyze whether or not the 33.95 MTM/D requirement is still valid.

Strategic Airlift Modernization

Two years ago, you produced a briefing talking about the possibility of retiring some C-5A aircraft and buying a like number of C-17 aircraft to replace them. This briefing, which was called the “30/30 Plan,” followed on the heels of senior Air Force officers’ suggestions that the so-called worst actors in the C-5A fleet were not worth fixing or upgrading. This number of C-5A aircraft was estimated to be some 30 aircraft.

In making his certification following the Nunn-McCurdy breach of the C-5 Reliability Enhancement and Re-engining Program (RERP), Under Secretary Young evaluated this 30/30 option and found that this alternative was both more expensive and less able to meet the current requirement for strategic airlift than the existing force.

Did you, in your position as Commander of the Air Mobility Command, support the “30/30 Plan”? If so, why?

The “30/30 Plan” started as a “what if drill” at SECAF direction of what options we had if cost growth of the C-5 Reliability Enhancement and Reengineering Program (RERP) drove a Nunn-McCurdy breach. The Nunn-McCurdy process would require developing alternatives to fully RERPing the whole C-5 fleet (111 aircraft) to meet overall strategic lift requirements. The drill was to see if payback was feasible and the needed capability was satisfied if we recapitalized older C-5As with C-17s. The plan appeared to have merit and I supported further exploration. We found that there was potential for payback in life cycle costs in the outyears. However, neither AMC nor the AF could afford the upfront bill and the SECAF and CSAF did not make it part of their 09-13 Program Objective Memorandum (POM) submittal to OSD.

Do you agree with Secretary Young's testimony on this plan?

Yes, I do agree with Secretary Young's decision to RERP the C-5Bs. By this time (post Nunn-McCurdy), the JROC had established 33.95 MTM/day as the minimum capacity for all N-M options to be measured against. This was in addition to the MCS requirement for 292-383 and NDAA 07 language mandating the AF maintain a minimum 299 strategic tails. Mr. Young had a very collaborative process and chose the best option to meet all these requirements.

Strategic Sealift

Strategic sealift has always played a significant role in providing support to our forces overseas. Typically, we have seen strategic sealift delivering 95 percent of the equipment transported to overseas contingencies.

Are there any initiatives that you believe are necessary, if confirmed, in the area of strategic sealift?

If confirmed, I will work with the U.S. Navy and our commercial sealift partners to develop initiatives such as Joint Seabasing and Joint High Speed Vessels, which may play a role in enhancing strategic sealift. Strategic Sealift continues to play a vital role in the transportation of equipment and supplies for the Department of Defense. The Military Sealift Command, the Military Surface Deployment and Distribution Command and U.S. Maritime Administration, working in partnership with the U.S. maritime industry, have done a superb job at meeting the performance requirements of strategic sealift as we execute Operations Enduring Freedom and Iraqi Freedom and support other military missions around the globe. Current initiatives, in particular the Maritime Security Program, help ensure the viability of the U.S. flag maritime industry. I look forward to the results of the Mobility Capabilities Requirement Study to define required changes in capability needed by the military to transport equipment and supplies in the future.

Civil Reserve Air Fleet

With the expansion of military operations since September 11, 2001, the Air Force's mobility requirements have increased. The Air Force has in the past, and may very well in the future, rely heavily on the Civil Reserve Air Fleet (CRAF) to supplement its organic airlift.

Do the changes in the commercial airline industry, characterized by bankruptcies and a move toward smaller and shorter-range aircraft, bring into question the future viability of the CRAF system?

While it's true that the industry is trending toward smaller aircraft for domestic service, several recent studies indicate that the airline industry will continue to

provide sufficient numbers of large, long-range aircraft to meet our defense needs. However, the current trends in the US commercial air industry are worrisome. The sudden jump in fuel costs has negatively impacted the industry and our CRAF partners as well. I am particularly concerned about the state of the passenger charter segment, the carriers who perform the bulk of our day-to-day personnel missions. If confirmed, I will work closely with this committee on legislative support like the CRAF Assured Business proposal currently under consideration by your staff. I will also work with our CRAF partners to ensure the business relationships are solid and the contracts support DOD requirements.

Joint Command and Control

Initial reporting from recent military operations indicate joint command and control capabilities have greatly improved in recent years.

What is your assessment of the performance of USTRANSCOM's global and theater command and control (C2) systems?

USTRANSCOM's global C2 systems work remarkably well, as evidenced by our timely support of warfighter requirements.

What interoperability challenges remain between service to service and service to joint C2 systems?

An immediate challenge is to improve information exchanges across the various classification boundaries and between services and Combatant Commanders, while simultaneously improving information sharing with our commercial and coalition partners. Information sharing is crucial to successful and safe mission accomplishment, but there are clear and dangerous security risks that require constant attention.

Finally, to enhance service-to-joint C2 systems, we are identifying key processes and information technology solutions that best integrate service unique or stand-alone applications to enhance the delivery of timely, accurate, and complete data. The USTRANSCOM team is working with our commercial partners and individual services to ensure these interoperability risks are mitigated. If confirmed, I will maintain USTRANSCOM's superior service to our customers, and most importantly, our warfighters.

What role should the USTRANSCOM Commander play in ensuring the development of reliable, interoperable, and agile C2 systems?

As Distribution Process Owner, the USTRANSCOM Commander must play a pre-eminent role in the integration of C2 systems across boundaries and domains from one end of the distribution chain to the other. Commercial partners, DLA, Joint Staff, Combatant Commanders, Services and Coalition partners all have unique logistics systems that serve their mission.

If confirmed, I will work with distribution partners and customers to make C2 improvements which will allow secure and unconstrained sharing of information across these domains. This is a clear challenge, but necessary, if we are to maximize the combat multiplying effects of logistics for the warfighter.

Nuclear Weapons Management

Recently the Air Force has experienced several failures in its stewardship of nuclear weapons including the unauthorized transfer of nuclear weapons from Minot to Barksdale and the shipment of nosecones to Taiwan.

As Vice Chief of Staff, did you play any role in supervising nuclear security, and command and control, and have you played any role in implementing corrective actions in response to the various reports and recommendations of these incidents?

Yes

If yes, please explain what role you played in each circumstance.

I assumed my position soon after the unauthorized munitions transfer back in September 2007.

I played no role in nuclear surety supervision or command and control regarding the unauthorized transfer of weapons from Minot to Barksdale or the shipment of nosecones to Taiwan. As both Vice Chief and now acting Chief, I am deeply involved in implementing actions and initiatives to respond to recommendations of the various reports and studies on the Air Force Nuclear Enterprise. For example, I supported the CSAF creation of the AF Blue Ribbon Review. This was an independent review that looked across the entire AF Nuclear Enterprise. Out of that review, we took the initial steps to begin shifting resources to meet pressing requirements and address shortfalls we have identified. More work needs to be done—and that work is ongoing.

I also oversaw the revision of the AF Nuclear General Officer Steering Group charter to broaden the membership and increase the level of leadership chairing the group to a 3-star. The AF depends on this body to oversee the range of corrective actions underway and ensure the broadest application of best practices across the AF Nuclear Enterprise. This entity, which includes more than 20 active duty general officers plus SES, is a vital component to the oversight of the AF Nuclear Enterprise.

Most recently, at the direction of the acting Secretary of the Air Force, I stood up the AF Nuclear Task Force whose responsibilities include:

- Coordinating and synchronizing the ongoing implementation of specific actions underway in response to the Minot/Barksdale and Taiwan incidents

- Developing in coordination w/ USSTRATCOM, other DOD components and interagency partners, a strategic roadmap to rebuild and restore capabilities and confidence in our stewardship of the AF Nuclear Enterprise
- Undertaking an organizational review to assess and recommend options for alternative assignments of responsibility and/or command arrangements
- Serving as AF focal point for coordination with and/or support to other nuclear-related panels, commissions or review groups outside the AF

There is much work completed and even more underway, all benefiting from engaged leadership at all levels and dedicated airmen who are absolutely committed to this vital mission.

Aeromedical Evacuation

Following the cancellation of the C-9A aircraft for medical evacuation in 2003, the Air Mobility Command adopted a new operational approach to its worldwide mission of aeromedical evacuation. The new concept employs other airlift, such as cargo and aerial refueling aircraft, for the air evacuation of wounded and ill patients. The committee has concerns about the level and quality of aeromedical evacuation support for our severely injured or ill personnel.

If confirmed, how would you ensure that the highest quality standard of aeromedical evacuation is provided for severely wounded and ill patients?

The transition to designated (vs. dedicated) aeromedical evacuation aircraft has transformed our global patient movement capability. This concept allows different aircraft to be rapidly configured for patient movement out of combat zones, a capability not offered by the C-9A. It includes newly designed patient support pallets and allows critical care teams to do intensive care of our wounded in flight if required. We have received tremendous support for this initiative across the board, including Congress. During 2007, over 11,000 patients - of which 2700 were battle injuries - were moved to definitive care. Those patients categorized as urgent or priority were moved within 12-24 hours. Along with other medical improvements, this timely movement has resulted in dramatically increased survival rates from combat injuries. If confirmed, I would continue to ensure the highest quality of care for our wounded and ill patients.

Research and Development

USTRANSCOM's budget includes funding for a research and development activity designed to allow for examination and improvement of the entire supply chain as part of USTRANSCOM's role as Distribution Process Owner.

What are the major capability gaps related to USTRANSCOM's mission that need to be addressed through research and development efforts?

The major capability gaps are:

- **Deployment and Distribution Velocity Management** - Targeting optimized throughput at the nodes and through the conduits of the deployment and distribution supply chains, from origin to point of use and return
- **Cross Domain Planning** - Improving decision-making and collaboration within the supply chain, from the planning stage to real-time execution and retrograde operations
- **End-to-End Visibility** - Providing end-to-end visibility of all aspects of the projection and sustainment of forces and equipment to enable operations
- **Distribution Planning and Forecasting** - Providing distribution planning, based on an understanding of aggregated customer requirements, for optimizing the end-to-end distribution process
- **Joint Transportation Interface** - Synchronizing, through information exchange, strategic/theater delivery capabilities to meet increasingly dynamic customer needs
- **Distribution Protection/Safety/Security** - Providing the appropriate security in a timely manner during deployment and distribution operations

What unique processes and technologies do you feel USTRANSCOM needs to develop through its own program and investments?

USTRANSCOM's RDT&E projects should focus on processes and technologies to address challenges including:

- **Command, Control, Computers, and Communications Information Operations (C4IO)** - global C3 to include en route communications that support Joint Deployment Distribution Operations Centers, Port Opening Capabilities, Director of Mobility Forces, Very Important Personnel (VIP) airlift; requirements visibility, assessment, and planning; end-to-end in-transit visibility and improving container management
- **Mobility Air Forces All Weather Capability** - next-generation joint precision airdrop system and autonomous landing and refueling
- **Defensive Systems** - mobility asset protection to include protecting/mitigating risks of chemical, biological, radiological, and nuclear threats
- **Transportation and Connector Systems** - synchronize strategic/theater delivery capabilities. Physical and command and control continuity in the DOD supply chain; optimize flow in the supply chain; improved visibility and synchronization with commercial lift providers
- **Fossil Fuel Dependency** –collaborate with DOD and industry research for alternative solutions

How will you work with other research and development organizations to ensure that USTRANSCOM's current and future capability gaps are addressed?

Nearly 75% of USTRANSCOM RDT&E projects are collaboratively funded and most of our efforts result in tangible improvements in the hands of the warfighter within two to three years. The command uses annual announcements to solicit national and Service laboratories, as well as industry proposals. The proposals are vetted throughout the Joint Deployment and Distribution Enterprise for concurrence. If confirmed, I will continue USTRANSCOM's program of collaborative partnership with the Services, Defense Logistics Agency, the Combatant Commanders and Joint Staff to identify, validate and recommend RDT&E projects to explore emerging technologies to close logistics gaps.

Technology Priorities

Serving the needs of the combatant commanders both in the near term and in the future is one of the key goals of the Department's science and technology executives, who list outreach to commanders as an activity of continued focus.

What do you see as the most challenging technological needs or capability gaps facing USTRANSCOM in its mission to provide air, land and sea transportation to the Department of Defense?

Certainly, mitigating fossil fuel dependency is of utmost concern. As previously mentioned, there is a collaborative effort to identify capability gaps to determine the top technical and operational challenges (listed above) facing the distribution community. If confirmed, I will continue to address these gaps and shift resources as necessary to meet the most critical need. Additionally, I would look at such critical areas as information security and assurance as well as new cyber technologies to ensure greater efficiency and mission accomplishment.

What would you do, if confirmed to make your technology requirements known to the department's science and technology community to ensure the availability of needed equipment and capabilities in the long term?

If confirmed, I will focus my efforts on the transitioning of successful technologies. I would continue to involve the JDDE in recommending technology investments, agreements with various Service labs, and annual announcements. I will continue USTRANSCOM's practice of advertising its RDT&E efforts by (1) briefing projects to the Functional Capability Board community, (2) documenting efforts within Director Defense Research & Engineering R&D documents (e.g. Joint Warfighter Science & Technology Plan), (3) participation in government and industry sponsored technology symposiums, and (4) technology exchange visits with Service and National laboratories.

Technology Transition

USTRANSCOM has been active in the Advanced Concept Technology Development (ACTD) process.

What are your views on the ACTD process as a means to spiral emerging technologies into use to confront changing threats and to meet warfighter needs?

I fully support the department's ACTD program and believe it continues to be the Joint community's best opportunity to quickly leverage mature technology to meet warfighter needs.

What steps will you take, if confirmed, to enhance the effectiveness of technology transition efforts within your command and in cooperation with other services and defense agencies?

If confirmed, I will push rapid technology transition to ensure we get the maximum return on our RDT&E investments. Specifically, I will include the services, the COCOMs, the JDDE partners, OSD and the Joint Staff in the project selection process to ensure buy-in and avoid unnecessary duplication of effort. Finally, I will ensure that proposals have a program of record for transition identified and that rapid fielding is emphasized from day one.

Families First

For over 10 years, U. S. Transportation Command and its subordinate command, Surface Deployment and Distribution Command, have been working to improve the process of moving service members' household goods and gaining the support of the transportation provider industry for needed changes. Implementation of the new system – "Families First" – uses a "best value" approach to contracting with movers that focuses on quality of performance, web-based scheduling and tracking of shipments, service member involvement throughout the moving process, and a claims system that provides full replacement value for damaged household goods. Successful implementation of this system depends on replacement of the legacy Transportation Operational Personal Property Standard System (TOPS) with the web-based Defense Personal Property System (DPS).

What is your understanding of the status of TOPS and the progress that has been made in implementing the DPS?

- TOPS is a 20 year old system that is at the end of its life cycle and has both technical and information security issues.
- DPS will begin shipments at 18 selected Personal Property Shipment Offices on or about 10 Sep 08. Full deployment to the remaining sites will

follow by 3 December 2008 after completion of a new rate filing by Industry. TOPS will be decommissioned by 30 April 2009.

What do you view as the most significant challenges that remain in fully implementing DPS?

- Training is critical to system success. As part of DPS rollout, we must continue to provide worldwide training to the Services personnel.
- We have work remaining to mature the DPS system and Personal Property business processes for next summer's peak season.
 - Industry buy-in to provide full replacement value (FRV) for household goods that remain in storage for extended periods and are handled by multiple industry partners remains a challenge.

What is your assessment of the success in implementing the requirement for full replacement value for damaged or missing household goods claims?

- Full replacement value (FRV) has been successfully implemented across the Services, and is now in place for all modes of shipments in support of Families First.

What is your assessment of the adequacy of the response rate on customer satisfaction surveys as a method for identifying best and worst performers?

Customer Satisfaction Survey response rates are 20%. It is clear the survey response rates are key to ensuring only quality service providers participate in the program. To that end, if confirmed, I will work closely with the Service Chiefs to increase the response rate.

If confirmed, what role would you play in ensuring that Families First is fully funded and implemented and would you make every effort to ensure this program is successful in meeting its goals?

- If confirmed, I will leverage DPS to continue to improve our business processes for household goods and services.
- I will continue Gen Schwartz's efforts and fully fund the DPS program as an Information Technology enabler of Families First. Families First remains a team effort among USTRANSCOM, the Service components and industry, and I will continue our close partnership to ensure success.

Fee-For-Service Commercial Tankers

The Assistant Secretary of the Air Force for Acquisition testified last April that the Air Force is moving forward with a congressionally mandated plan to develop a Fee-For-Service Aerial Refueling Pilot Program. However, the Air Mobility Command Commander, General Lichte, has testified that he has questions

"with regard to the operational procedures, FAA requirements and certifications, and legal issues that come up."

In your view, is the Air Force doing everything it can to ensure the intent of the Congress is carried out in implementing the fee-for-service pilot program?

The Air Force is providing the necessary foundation to ensure the intent of Congress is carried out with respect to studying the fee-for-service pilot program. The Air Force has already released a Request for Information and had dialogue with industry for concept refinement. A Request for Proposal is planned to be released in 1st Quarter FY09, after which the Air Force anticipates receiving proposals from interested/qualified offerors. If executed, we anticipate industry will require 18-24 months to accomplish boom design, modification, and airframe integration.

What concerns, if any, do you have about the conduct and purpose of this pilot program?

I do have some concerns regarding the funding and operational impacts of this program. There was no FY08 appropriation to accompany the FY08 National Defense Authorization Act direction, so the Air Force is working on reprogramming funds for the program in FY08-09. Unlike the Navy program which uses a probe and drogue refueling system, this program requires significant industry commitment and investment to develop and certify a commercial boom-equipped aircraft. A minimum of an additional 6 months will be required for boom system operation, aircrew certification, and receiver qualification. Once complete, we can conduct the pilot program in FY12-16.

We will assess progress and ensure we meet program requirements in the yearly reports submitted to Congress.

Air Force Ability to Respond to Worldwide Contingencies

What impact, if any, do you see on the Air Force's ability to respond to worldwide contingencies as a consequence of the demands of current operations in Iraq and Afghanistan?

Our Airmen have been vital to the success of the Joint team in the global war on terrorism, and have also provided global deterrence and assured our friends. The Air Force is organized, trained, equipped, and prepared to respond rapidly, flexibly, and precisely to worldwide contingencies. The Air Force has capabilities and manpower with specialized skills in high demand in Iraq and Afghanistan, such as strike, airlift, aeromedical evacuation, intelligence, surveillance, reconnaissance, explosive ordnance disposal, and security forces. Our Airmen are honored to do their part, but our wartime tempo has had its effect

on our people and our equipment. The high operations tempo accelerates the effects of aging on our inventory and erodes some skills necessary for future success. Despite these challenges, we are committed to our nation's defense and to the entire Joint team, and we will keep our Air Force relevant, capable, and sustainable.

How much additional risk is the United States assuming in this regard?

The Air Force is fully supporting the Secretary of Defense and Combatant Commanders with expeditionary and in place forces. Our Major Commands and Component Numbered Air Forces fully support all the Functional and Unified Combatant Commanders in planning and executing operations. We use an Air Expeditionary Force process to manage operational tempo and enable rapid and tailored responses to worldwide contingencies as well as protecting the homeland through OPERATION NOBLE EAGLE. Our forces engaged in combat today are fully ready to perform their missions, but our future full spectrum readiness and dominance are at risk unless we continue to reset the force and recapitalize our aging fleet. We must continue to ensure the U.S. military is capable of setting conditions for America's success against emerging threats in an uncertain future.

Joint Cargo Aircraft

In June 2006, the Army and Air Force signed a memorandum of understanding regarding the merger of two separate small cargo aircraft programs into the Joint Cargo Aircraft (JCA), a plane that will be smaller than the Air Forces C-130, but larger than the Army's C-23 Sherpa.

In your view, is there a roles-and-missions redundancy between the Army and the Air Force with respect to the JCA?

No. There are valid direct support lift requirements that call for Service Organic fixed wing aircraft to meet a ground commander's need for Time Sensitive/Mission Critical (TS/MC) delivery of passengers and cargo.

What changes to this program, if any, would you recommend?

I support the program of record. However, if confirmed, I will take a hard look at lessons-learned from OEF and OIF to ensure the JCA is employed to support both the time sensitive needs of the Army and to maximize its utility to other users in theater. To that end, we will look at changes in doctrine and supporting capabilities to ensure the JCA can be used in multiple roles no matter which Service operates the aircraft.

Acquisition of Senior Leadership In-Transit Conference Capsules (SLICC) and Senior Leader In-transit Pallets (SLIP)

Since 2006, the Air Mobility Command has pursued two programs to upgrade the level of accommodations for senior Air Force and Pentagon officials while in-transit on aircraft. These two programs are known as the Senior Leadership In-Transit Conference Capsule (SLICC) and Senior Leader In-transit Pallet (SLIP). Currently the Air Force is seeking several million dollars in Global War on Terrorism (GWOT) supplemental funding for these programs.

Do you believe that these upgrades to senior leadership travel quarters are a legitimate use of GWOT funding?

The Global War on Terrorism has raised new requirements across the board. Specifically, in the wake of 9/11, there has been an ever-growing demand for Senior Leader transportation across the globe--especially into Iraq, Afghanistan and other theaters of the GWOT. Our efforts were aimed at responding as quickly and efficiently as possible to growing COCOM and senior leadership requirements, optimizing both dedicated aircraft and leveraging the existing air bridge whenever possible. Indeed, I started this initiative when I was the DJ-4 on the Joint Staff. My goal was to increase efficiency in the utilization of scarce assets, while safely accomplishing the mission. The concept was to take up 1-2 pallet positions on an already tasked aircraft, integrating Senior Leader transport into pre-assigned missions. These missions could be from the CONUS or use prepositioned assets in theater to transport leaders who came by dedicated assets that did not have required defensive systems. By having these assets in theater, we could also take advantage of commercial flights into theater. Upon taking over as AMC/CC, I directed the development of prototypes that were built to the standards of VIPSAM aircraft. At this point we have a prototype Senior Leader In-Transit Pallet (SLIP) and just delivered the first operational pallet. We also have the prototype Senior Leadership In-Transit Conference Capsule (SLICC) in development. These were done using baseline funding. We still need to complete operational test and evaluation of the systems to validate they meet the requirements.

In your view are these emergency or time-critical requirements?

While these are not emergency requirements in the traditional sense of the word, the need stems from the increased demand levied in the context of GWOT. There is less of an urgent need now because, thanks to the efforts of Congress, more of the dedicated airlift aircraft have been equipped with the necessary defensive systems to fly senior leadership into higher threat areas.

Do you support these expenditures?

The Air Force funded the development of these prototypes through baseline funding in Feb 07.

Have you determined this to be a priority within Air Mobility Command?

When I was the AMC/CC, I thought the concept warranted the investment for prototyping and further evaluation. I'm confident that this requirement is being vetted through the normal resource allocation process within the AF and OSD.

Have you ensured that expenditures on SLICCs and SLIPs are reasonable and limited to only necessary costs?

Yes, the driving force behind this entire initiative was efficiency and cost savings. The prototypes were designed and built to the same standards as the existing VIPSAM fleet. Careful attention was given to scaling the requirements to maximize security, communications and the ability to work enroute, while adhering to FAA safety standards.

Actions of Air Force Officers

Over the last several years, senior Air Force officers are alleged to have advocated the funding of a number of programs that were not included in the President's budget and for which there was no currently validated joint requirement. These programs include the procurement of additional C-17s, the continuation of the C-130J multi-year contract, and the multi-year procurement of additional F-22 aircraft. Senior Air Force officers are also alleged to have advocated a legislative proposal that would overturn a decision of the Base Realignment and Closure Commission relative to Joint Basing.

What is your view of the propriety of efforts by senior Air Force officers to advocate the funding of programs that are not included in the President's budget and for which there is no currently validated joint requirement?

If confirmed, what steps, if any, would you take to curb such efforts?

Our nation was founded on the principle of civilian control of the military. That includes supporting the President's budget and legislative programs. Other than those occasions when individuals appear before appropriate committees of Congress and are asked to give their personal views, the military services cannot function effectively and credibly if senior officers advocate for programs or funding of requirements that are not a part of the President's budget. I am keenly aware of the responsibility I and others have to fully support the President's budget and provide candid, honest information to our superiors. That would include responding accurately to questions from Congress. If confirmed I would ensure that members of my command understand the responsibility to fully support the President's budget and always put answers in that context whether discussing present or future plans/requirements.

Defense Budgeting

On January 27, 2008, the Washington Post reported on internal Air Force briefing slides, called “CSAF 2008 Leadership Forum Strategic Communication Update”, which included statements that: “the Air Force is targeting the other services”; the “Budget Battle” is a “Zero Sum Gain” and a “Non-Permissive Environment”; and “some services are going to win and some are going to lose”.

What is your view of these briefing slides and the views that they appear to be intended to communicate?

The two slides that appeared in the Washington Post were part of a larger 10-slide internal briefing to Air Force retired senior leadership, to inform them of a Communication Campaign Plan underway to better plan and execute the message about the Air Force’s contribution to national security, and to encourage their participation.

Competition for funding is inherent in the Federal budgetary process; therefore, it does not seem unusual for the Air Force to communicate its contribution to National Security to obtain its share of defense resources. All Services and agencies engage in similar activities. If confirmed, my focus as the Commander of USTRANSCOM, will be on joint strategic mobility and distribution programs which span all Service budgets.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Yes.

Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?

Yes.

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Commander, U. S. Transportation Command?

Yes.

Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Yes.

Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted Committee, or to consult with the Committee regarding the basis for any good faith delay or denial in providing such documents?

Yes.