

Statement of
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Before the House Armed Services Committee
On Sustaining the Force: The Challenges of Readiness
April 7, 2011

Chairman Forbes, Ranking Member Bordallo, and members of the subcommittee, thank you for the invitation to testify today on readiness issues. On behalf of General McNabb, I want to express United States Transportation Command's (USTRANSCOM) appreciation of this subcommittee's support for our Command and for the military men and women and DOD civilians who strive every day to protect our Nation and its interests.

As a supporting, functional combatant command with global responsibilities, the USTRANSCOM team is assigned responsibilities as the Department of Defense Joint Mobility Force Provider, Single Manager for Transportation, Single Manager for Joint Patient Movement and Distribution Process Owner in support of Joint Force Commanders worldwide.

USTRANSCOM, coupled with its service components, military agency and commercial partners leads an enterprise of more than 145,000 members who operate the Defense Transportation System and synchronize DOD's global supply chain. We support operations that cut across the full range of military activities to include humanitarian relief and reconstruction efforts, coordinating the delivery of forces and sustainment materiel and bringing them home when operations are complete.

Since being designated Distribution Process Owner in 2003, USTRANSCOM has successfully improved overall efficiency and interoperability of distribution-related activities by coordinating and synchronizing deployment, sustainment and redeployment support during peace and war. To date, initiatives implemented with our enterprise partners have produced \$5.2B in savings and cost avoidances. Our successful implementation of BRAC initiatives have achieved \$1.2 billion in savings, reduced 470 manpower positions, and achieved a 20% reduction in contractors over a 20-year life cycle.

The key to success for USTRANSCOM and its Joint Deployment and Distribution Enterprise has been the readiness of our joint mobility capabilities. By integrating and synchronizing those capabilities in a deliberate manner we have been able to achieve an optimal balance between effectiveness and efficiency. USTRANSCOM can deliver and sustain the Joint Force anywhere in the world at anytime. Our ability to align the global supply chain is most evident in our performance over this past year, when in the face of an unprecedented series of world events and natural disasters, the USTRANSCOM team executed the President's directive to increase forces by 30,000 in Afghanistan and to drawdown forces to 50,000 in Iraq—a tremendous challenge. Whether delivering combat power to Afghanistan through logistics or humanitarian relief to the people of Pakistan, Haiti and Japan, our team kept promises and delivered on time, while generating significant savings through partnership, innovation and process improvement.

We depend heavily on our commercial partners through the Civil Reserve Air Fleet (CRAF) and the Maritime Security Program (MSP) to rapidly deploy forces and equipment at the best value to the taxpayer. Because of the incredible volunteer participation of our CRAF carriers and U.S.-Flagged vessels in the MSP, we did not have to activate any of the CRAF stages or a single ship in the Surge Fleet or the Ready Reserve Force (RRF) to meet the President's timeline for the surge and drawdown of forces in Afghanistan and Iraq.

Maintaining a modern military fleet of aircraft and vessels is critical to effectiveness and efficiency of the Department of Defense distribution capability. The support of Congress to execute modernization and recapitalization programs such as the KC-46A, the C-5M and the C-130J will undoubtedly pay great dividends to the air mobility mission. However, as we move forward, we face an aging fleet of ships in the RRF. In fact, we stand to lose 1.1 million square

feet, approximately seven percent, of Roll-on/Roll-off (RO/RO) ship capacity in the next ten years as RRF vessels “age out.” One potential fiscally prudent solution is to purchase existing foreign-built, U.S. Flagged RO/RO ships which would represent a sevenfold savings over new construction of U.S.-built ships.

Even with a recapitalized fleet, a capability gap still exists between high-speed, low-capacity airlift and low-speed, high-capacity sealift. Emerging technologies such as joint high-speed vessels and hybrid airships represent innovative ways to fill that gap. USTRANSCOM is working with our service components and commercial industry to field new technologies that will allow us to deliver forces and sustainment materiel to the warfighter even more efficiently and effectively.

Our innovation does not end on the production line. As the distribution process owner, we continually leverage ingenuity and resources to improve operational and business processes. For example, over the past year, we have matured our multi-modal capability, moving large volumes of cargo and thousands of vehicles by sea to ports that are closer to the USCENTCOM area of operations, by truck from the seaports to nearby airfields and then by air to Afghanistan. Using the combination of air, land and sea modes of transportation resulted in increased velocity, better utilization of aircraft and ultimately reduced costs by almost \$400M in 2010. Of course, such multi-modal operations are heavily reliant on proper infrastructure. In order to fully develop our multi-modal capability, we must continue to seek potential intermodal locations worldwide and invest in infrastructure at those locations.

Deliberate and innovative planning is the foundation of continued success. In September, 2010, the Vice Chairman of the Joint Chiefs of Staff’s (VCJCS) tasked USTRANSCOM and the Defense Logistics Agency (DLA) to co-lead an effort to develop a comprehensive plan for DOD materiel positioning and distribution to support the full range of military activities. This Comprehensive Materiel

Response Plan (CMRP) will address DOD materiel positioning and distribution in the context of national defense strategy as represented in historical data, contingency plans, and future planning scenarios.

It is this type of comprehensive planning that allows USTRANSCOM and our partners to position ourselves to deliver in times of great operational and humanitarian need. To that end and upon the President's approval, we stand ready to assume the Unified Command Plan role of Global Distribution Synchronizer. This new role will afford USTRANSCOM the opportunity to apply integrated, end-to-end improvements across the entire Joint Deployment and Distribution Enterprise.

USTRANSCOM's mission is to get the warfighter to the fight, sustain them during the fight, and get them back home when the mission is complete - all while being responsible stewards of the taxpayers' trust and dollars. We continually examine our processes to improve our effectiveness and our efficiency to provide the warfighter the support needed as quickly as possible. The men and women of USTRANSCOM, our components and strategic and commercial partners are proud to provide critical support to those who answer the Nation's call every day. More than just a slogan, "a promise made is a promise kept," is the driving force that provides hope to those in the fight and exemplifies a sacred trust that we will deliver what the warfighter needs, where they need it and when they need it at the least cost.