

MEETING A GLOBAL CHALLENGE



General Duncan McNabb, USAF
Commander, USTRANSCOM

==☆☆☆☆= *Projecting National Military Power*



America's Military Might Moves with USTRANSCOM

==☆☆☆☆== *Single Manager for Common User Transportation*

Requirements



Mode Selection



Execution



USTRANSCOM provides the synchronized transportation, distribution, and sustainment for the nation.

==☆☆☆☆== *Single Manager for Common User Transportation*

Requirements



Mode Selection

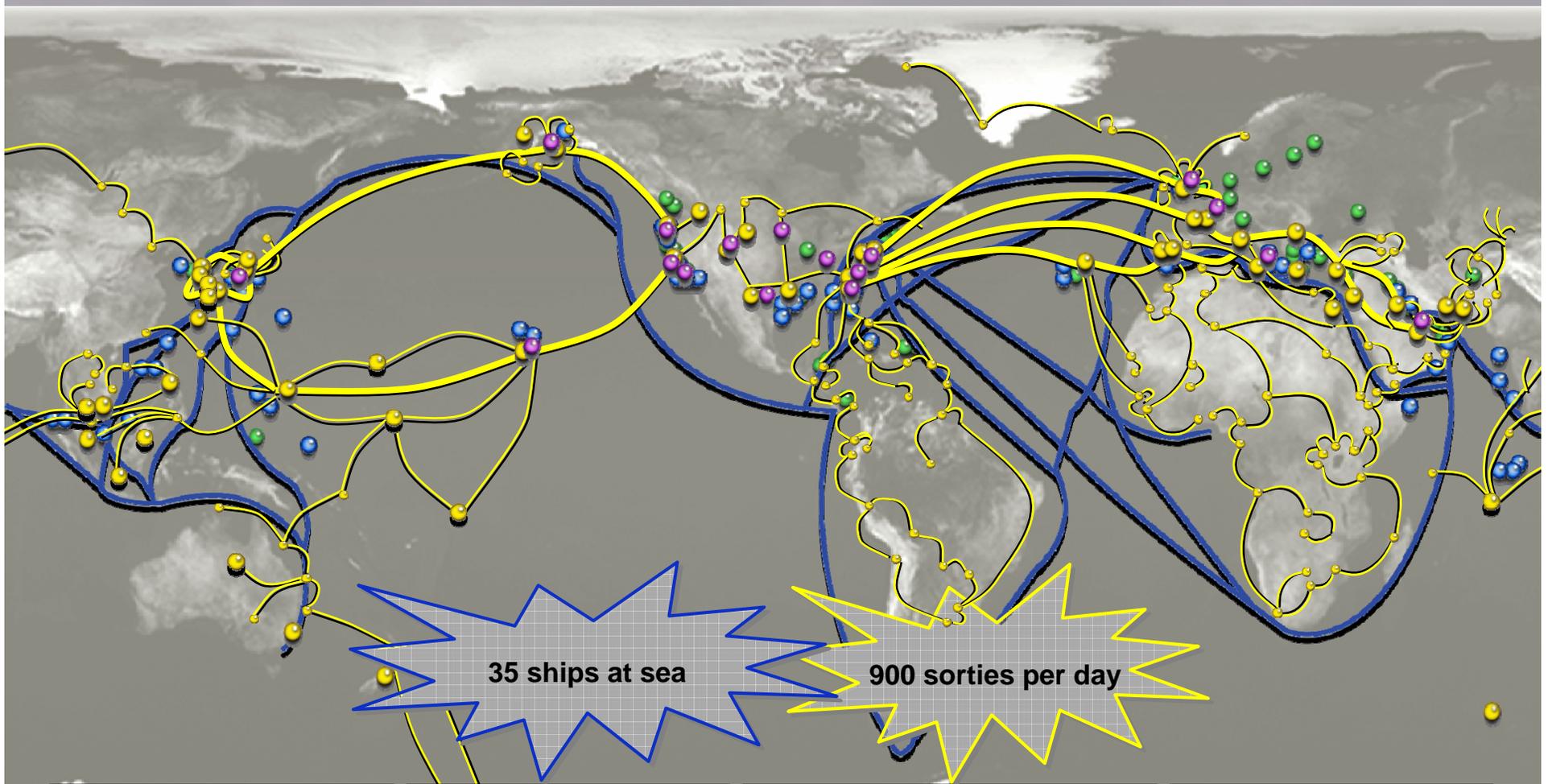


Execution



USTRANSCOM provides the synchronized transportation, distribution, and sustainment for the nation.

USTRANSCOM'S GLOBAL PRESENCE



SDDC

- 89 Locations Worldwide
- 20 Strategic Ports

MSC

- 22 Layberth Locations

AMC

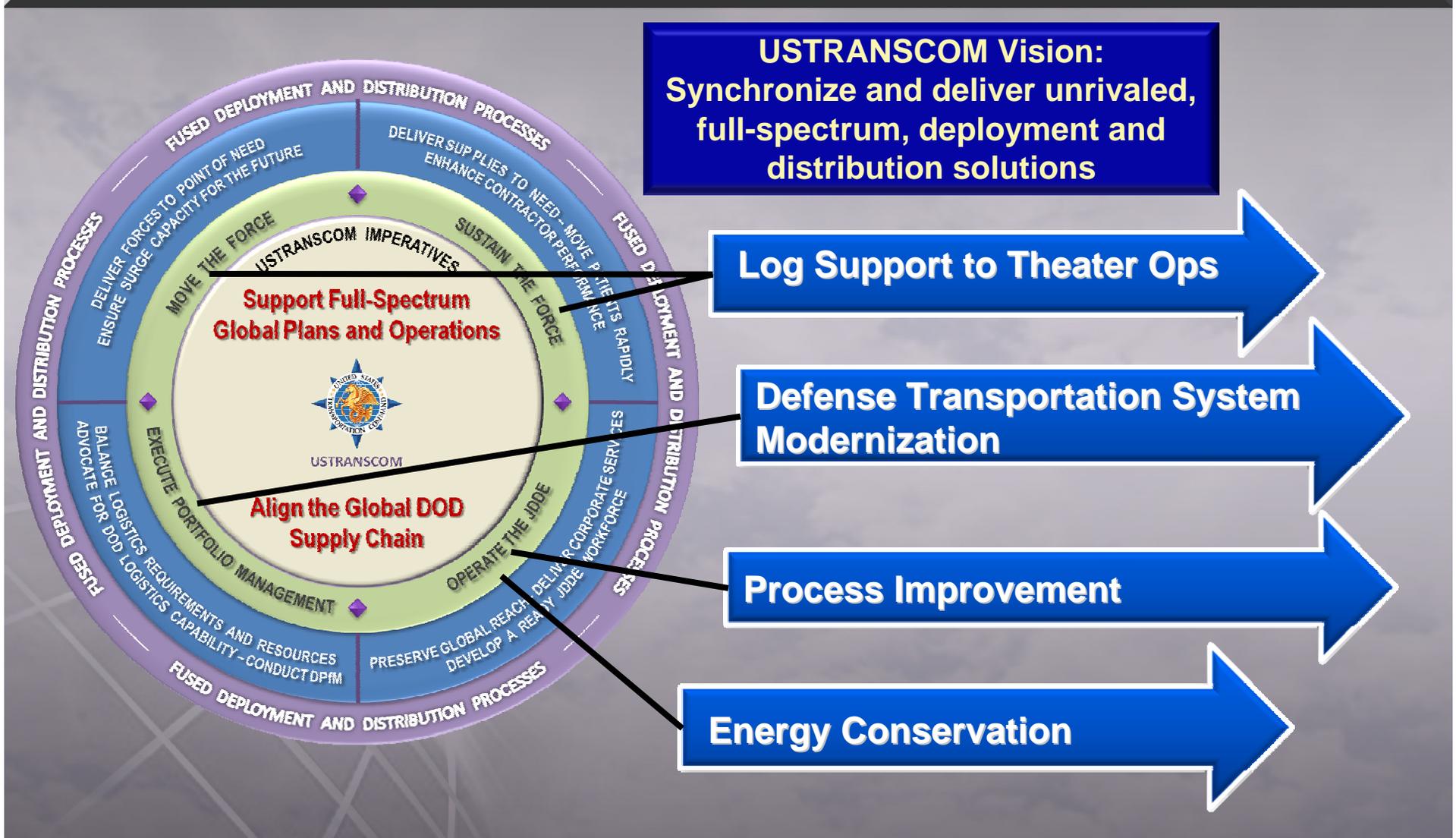
- 13 CONUS & 16 OCONUS Bases
- 36 Dets & OLS

DCD

- 18 Defense Courier Stations



TCCC Strategic Engagement



Direct Linkage Between Strategic Plan and Engagement Themes

==☆☆☆☆== *Transforming Strategic Transportation*



Weapon Systems



En Route Infrastructure



Visibility

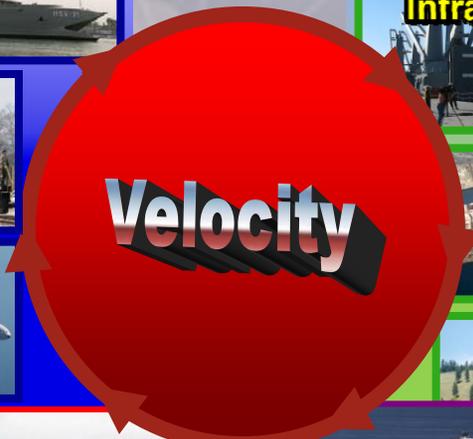
Automatic Identification Technology



Vertical Resupply



Velocity



Precision



Aeromedical Evacuation



Command & Control



Joint Task Force - Port Opening



Intermodal Connectors



Prepositioning

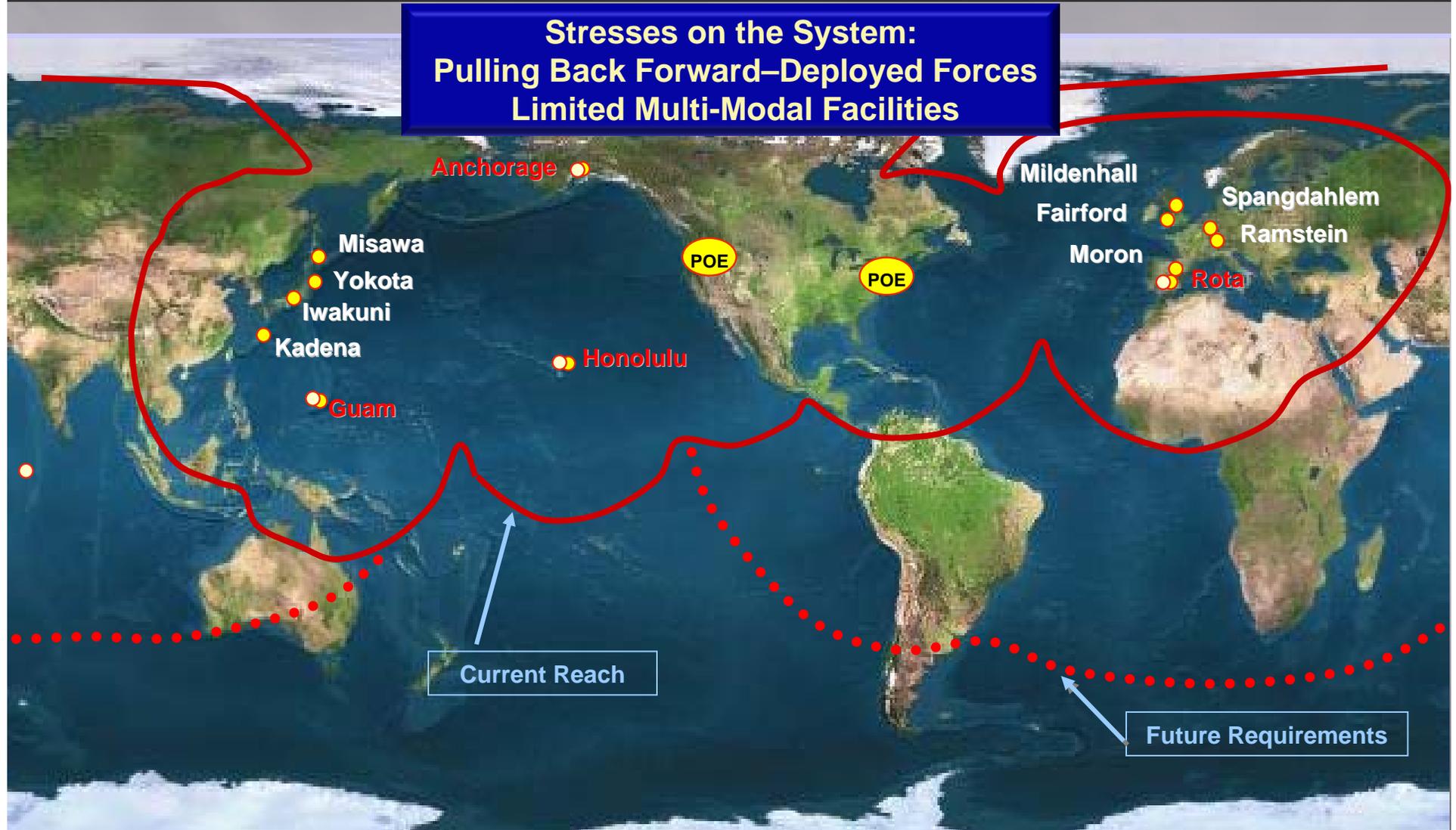


Metrics



Reliability

==☆☆☆☆== *Global En Route Infrastructure Strategy*



Today's Port of Debarkation is Tomorrow's En Route

==☆☆☆☆= *Technology Goals: JLOTS/Seabasing*



Skin-to-Skin Mooring



Air & Surface Connectors



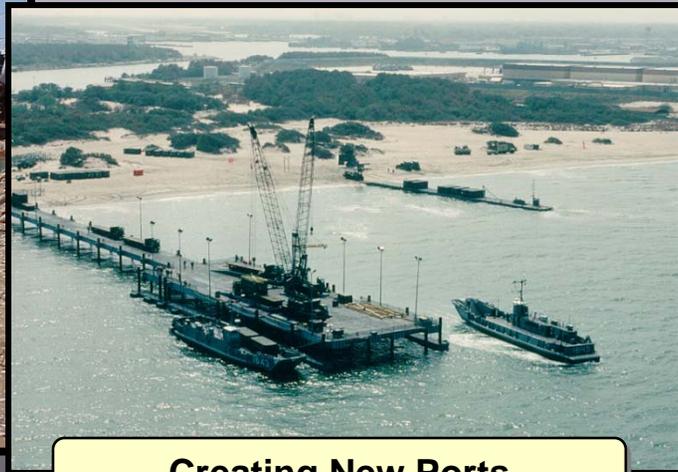
Capabilities to Enable Future Operating Environments:



Augmenting Established Ports



Supplementing Degraded Ports



Creating New Ports

==☆☆☆☆== *Critical Enabler of National Security*



4,194 Joint Aircraft to “Fly, Fight and Win”



Savings Through Capability

KC-X Capabilities Purple=JROC Validated Shortfall Green=DoD Mandated	KC-135E 37	KC-135R 415	KC-10 59	KC-X 179
KPP #1 Tanker Air Refueling - Boom/Drogue Same Sortie	Red	Red	Green	Green
KPP #2 Fuel Offload/Radius	Yellow	Green	Green	Green
KPP #3 Communications, Navigation, & Surveillance/Air Traffic Management (CNS/ATM)	Yellow	Yellow	Yellow	Green
KPP #4 Airlift Capability	Yellow	Yellow	Green	Green
KPP #5 Receiver Air Refueling	Red	8 w/	Green	Green
KPP #6 Force Protection - Chemical/Biological Ops	Green	Green	Green	Green
KPP #7 Net Ready	Yellow	Yellow	Yellow	Green
KPP #8 Survivability - Defensive Systems	Red	Red	Red	Green
Situational Awareness / Real Time Information in Cockpit	Red	Red	Yellow	Green
Night Vision Ops	Red	Red	Red	Green
Electro Magnetic Pulse Protection	Green	Green	Red	Green
KPP #9 Multi-Point Refueling	Red	20 w/	20 w/	Green

Fuel Plus Floors, Doors, and Defense



Savings Through Capability

Tanker Air Refueling

**Boom or Drogue
Same Sortie**



Fuel Offload / Radius



CNS / ATM

Airlift Capability

Mutli-R Keep Fuel Over the Fight | Redevac



Receiver Air Refueling



**Force Protection
Chem/Bio**



"Net Ready"



Survivability



Multi-Point Refueling



==☆☆☆☆== *KC-X: Game Changing CONOPS*

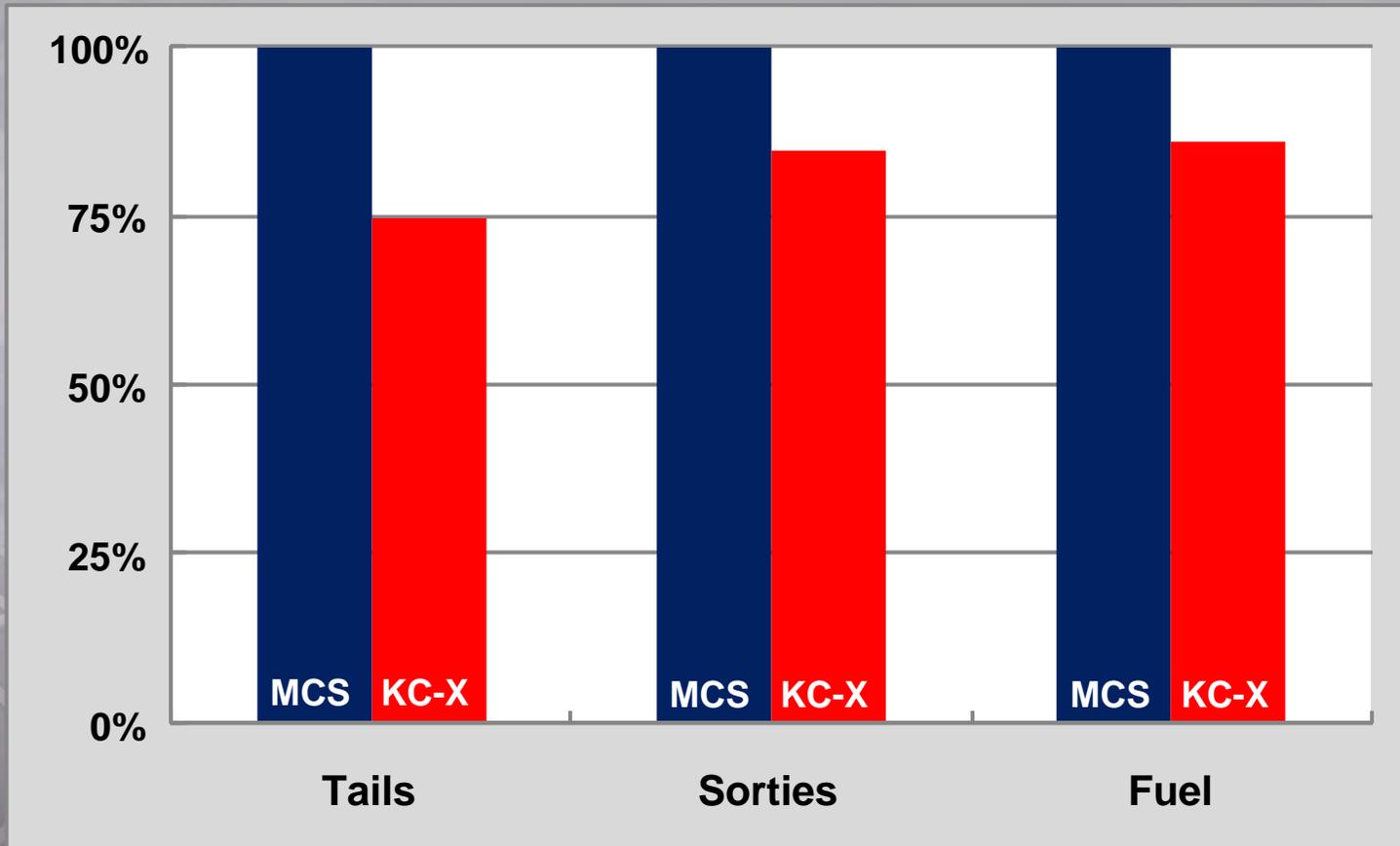
Without Defensive Systems and Updated TTPs, Tankers Must Stand Off

Notional Scenario

- Same Sortie Service to All
- Keep Fuel Over the Fight
- **MULTIROLE:** Tanker, Cargo, Pax, Medevac



==☆☆☆☆=*Prosecuting the National Military Strategy*



Fuel Savings \$2.2M/Day World Wide



Ultimate Force Multiplier

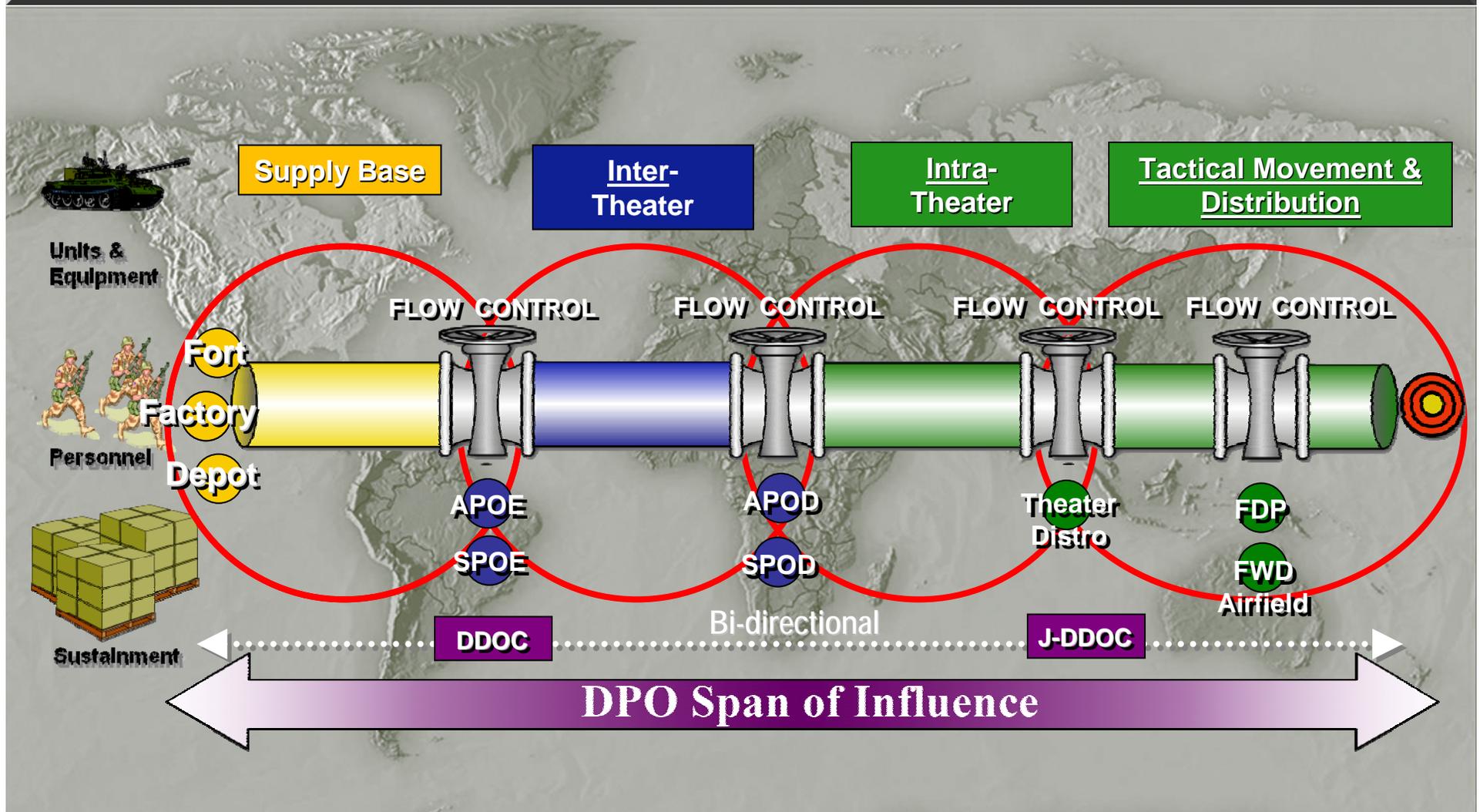


KC-X will fundamentally transform our mobility system as the C-17 transformed our airlift system

“The KC-X will be a game-changer—its value as a tanker will be tremendous—its value as a multi-role platform will create the ultimate force multiplier for the mobility enterprise. Quite honestly, I believe it will do for the whole mobility world what the C-17 did for theater and strategic airlift.” (Gen. Duncan J. McNabb, to House Appropriations Defense Subcommittee, 5 March 2009)



Transforming Distribution

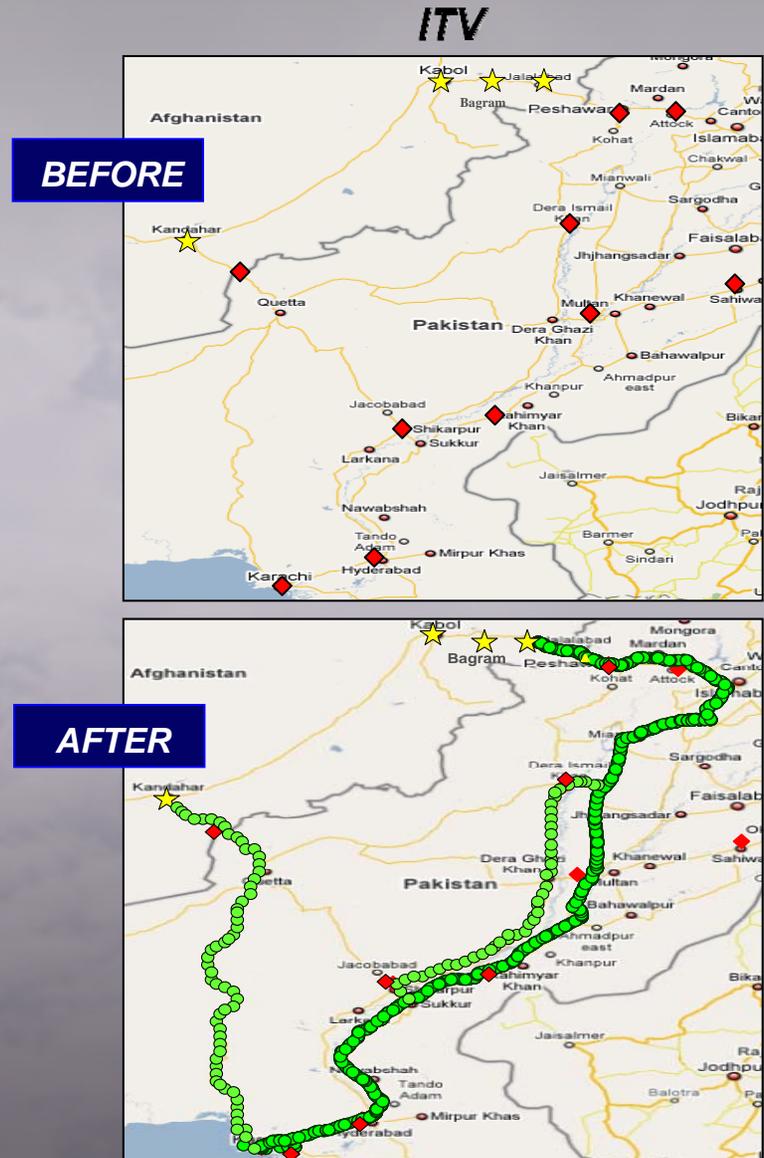


Asset Visibility is a Cornerstone

==☆☆☆☆= *PAKGLOC-Premium AIT Results*

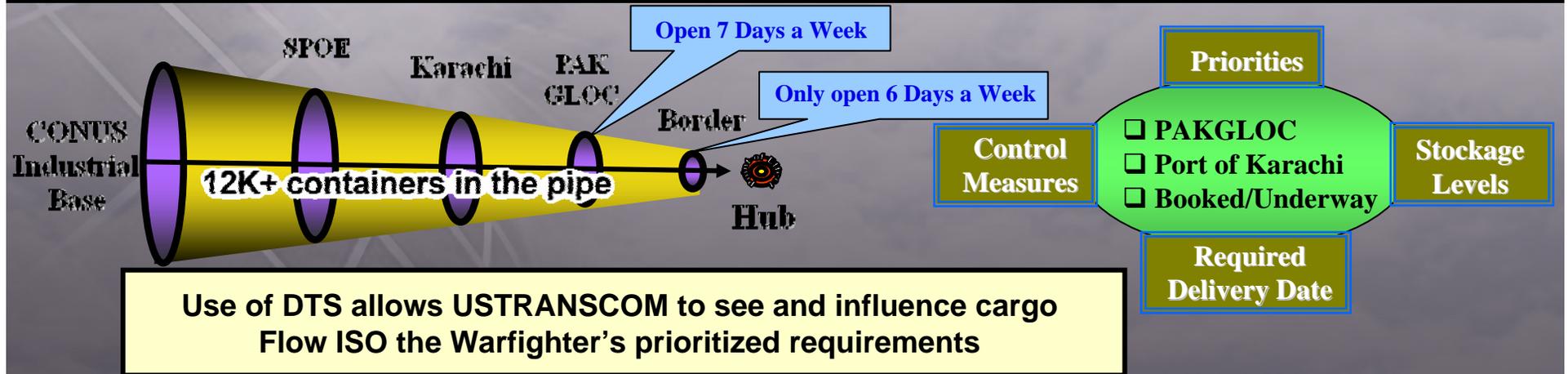
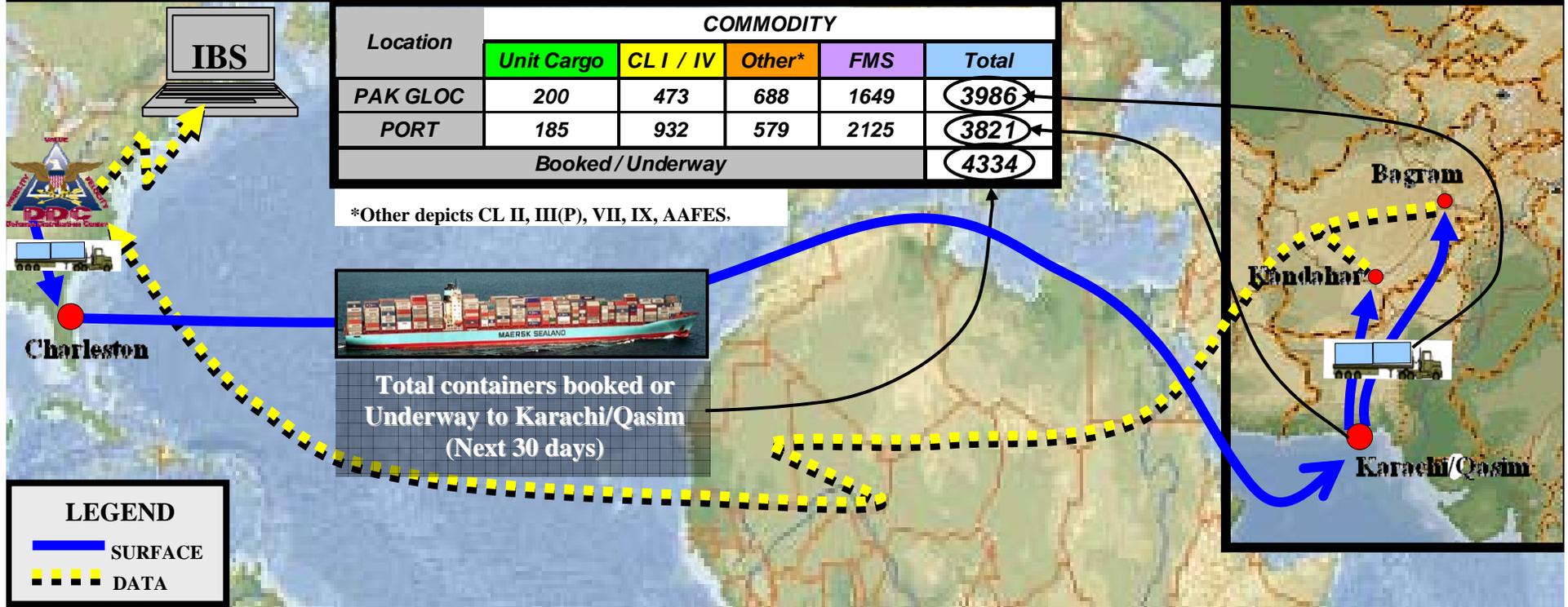
- **Exquisite ITV on PAKGLOC**
 - Reporting interval: ~20 min
 - No gaps in satellite coverage
- **Automatic connectivity to government database**
- **Measure carrier performance**
- **Zero pilferage**
- **Improved personal security**

Satellite Tracking Enhances Logistics Capability





Metering the PAKGLOC Pipeline



==☆☆☆☆== *DPO Initiative Cost Avoidance*



**DLA Defense Distribution
Center Kuwait, SWA - \$1,540M**



S



**Supply Chain
Operations - \$58.1M**



**Returning lost equipment
to supply system - \$28.9M**



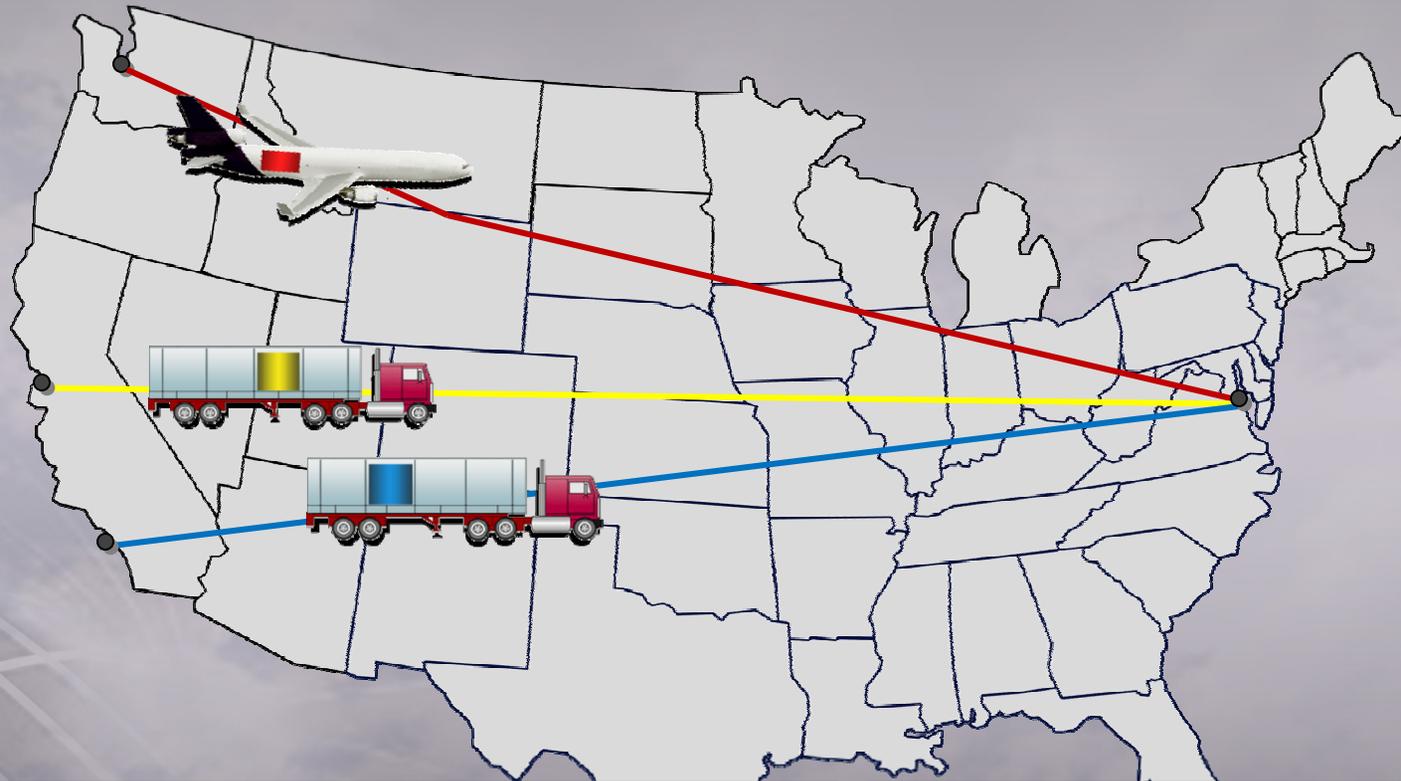
**Aggregated passenger
requirements - \$4.8M**



**Defense Transportation
Coordination Initiative - \$3.1M**

\$2.3B COST AVOIDANCE
SINCE DPO DESIGNATION IN 2003 THRU DEC 2008

==☆☆☆☆=*Defense Transportation Coordination Initiative (DTCI)*



> 600 CONUS Shipping Locations
> 2,000 Receiving Locations
- Less Than Truck Load Rates

- No Overall Visibility
- Delayed Deliveries
- Mixed Cargo Priorities

== ★★☆☆ = *Defense Transportation Coordination Initiative (DTCI)*



- Projected 15% Truck Load Rate Savings
- Higher % of On-time Pickup/Delivery
- Lower Damage/Loss Rates
- Enhanced In-transit Visibility

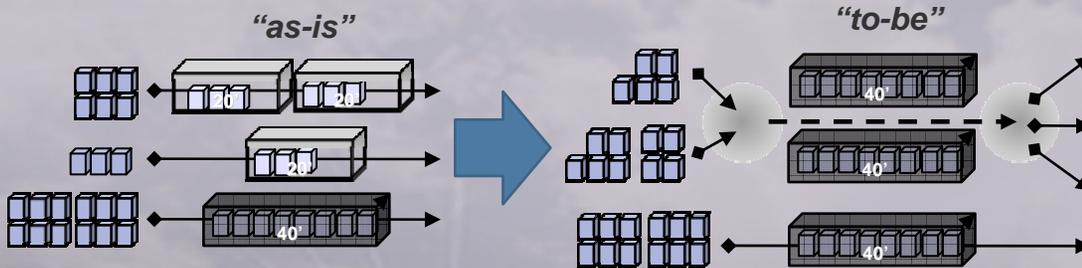


Opportunity Overview:

Process Improvement, Surface and Optimization and Alignment

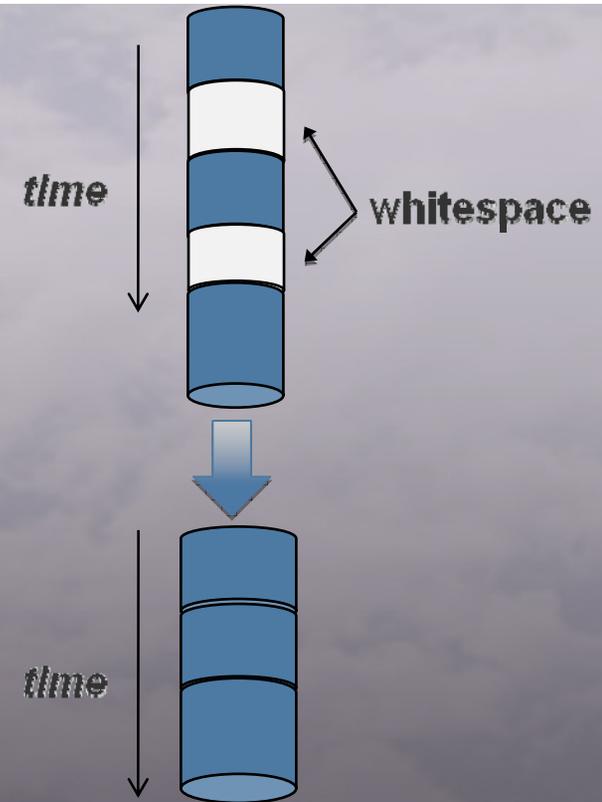
Surface Optimization

Optimization of surface traffic through maximal use and utilization of 40' containers will decrease costs while maintaining or increasing performance



Process Improvement

Distribution process improvement and deployment identifies opportunities to leverage improved business processes to remove distribution whitespace

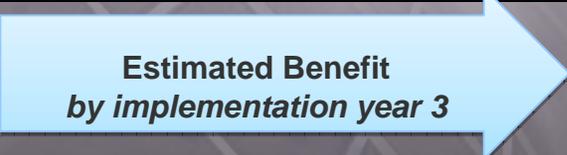


Air Optimization

Substantial savings are attainable by increasing weight and cube utilization of high-volume channel flights while simultaneously using less-than-planeload services (e.g., CAT A) as "peak shavers"



★★★★ = *DPO Strategic Opportunity Overview*

		<i>(Based on current GWOT OPTEMPO)</i>			Programmed Investment ¹ (Years 1-3)
		Velocity	Precision	Supply Chain Cost Savings	
TRANSCOM Led	Process Improvement	10-15%	10- 15%	N/A	\$4-6M
	Surface Optimization	0-5%	0-5%	\$45-90M/yr	\$7-10M
	Air Optimization	5-10%	5-10%	\$50-210M/yr	\$10-15M
DLA Led	Supply Alignment	5-10%	5-10%	\$163-241M/yr	\$3-6M+TBD ²
	Strategic Network Optimization	5%	5%	\$ 70-150M/yr	\$3-5M
 Estimated Benefit by implementation year 3		25-45%	25-45%	\$328-691M/yr³	\$27-42M +TBD

1 -- Does not include potential IT investments to automate optimizations or MILCON
 2 -- TBD relates to inventory source of inventory (DLA, service, or purchase)
 3 -- Excludes reduction in inventory from improved precision and reliability



A New Approach

(Commercial Implementation – Amazon.com)

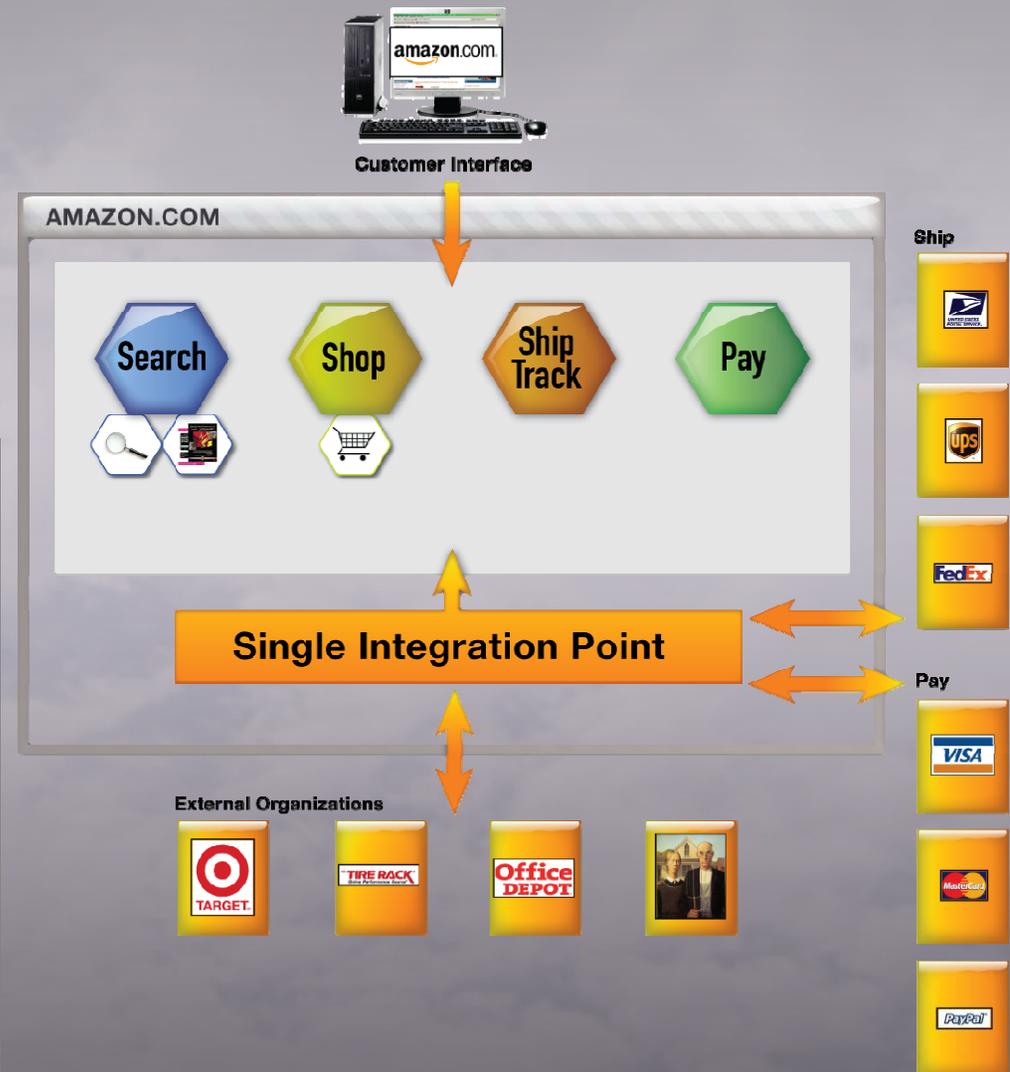
Amazon.com Approach

- Top-Down Commitment
- Amazon Centrally Orchestrated and Engineered
- Maximized Capability Reuse
- Incremental Capability Delivery

Amazon.com Features

Leading Online Retailer (2008)

- Prescribed Business Rules & Service Interfaces
- Decouples Customer Requirements from Amazon Corporate Services Requirements
- Offers a Variety of Vendor Services to free Resources to Manage their Business and not IT
- Enables Vendors to leverage Robust Data Store & Infrastructure Capabilities
- Permits Dynamic Scaling for Business Growth



☆☆☆☆ = DPO Implementation – Corporate Services Vision

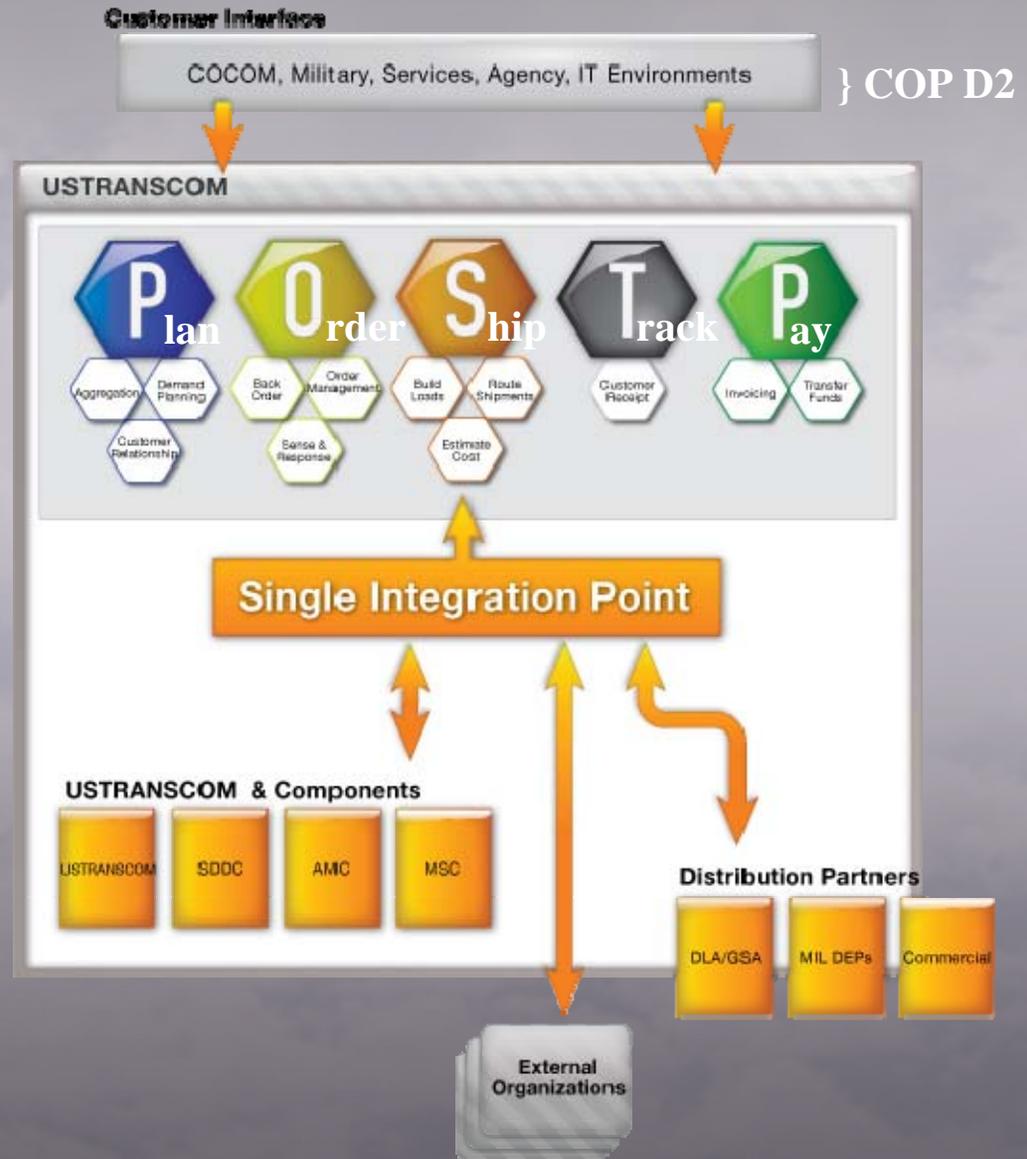
CSV Approach

- Top-Down Commitment
- Delivered Within Existing Resources
- Maximized Capability Reuse
- Incremental Capability Delivery
- Government Orchestrated and Engineered
- Distributed Construction
- Using All Acquisition Tools
- “Services” vice “Systems”

CSV Features

Standardized Mission Processes

- Standardized Mission and Data Services
- Allows Customers to Tailor MILDEP Specific Capabilities
- Standardized Interfaces and Vocabulary





USTRANSCOM Under Fire

2008

98% of USTRANSCOM's
C2 on UNCLASS
Systems

Over 375 Attacks

100+ Structured
Attacks on
USTRANSCOM

PAKGLOC Choke
Points are
Prime Targets



69 Aircraft
Shot at

2 Hits – None
Critical

Piracy is a
Growing
World-Wide
Threat

122 GOA Events – 42
Pirated

Defensive Systems & TTPs Critical to Combat Capability, Access, and Survival



ARCENT Theater Ammunition Resupply Recent Operations Kuwait Naval Base

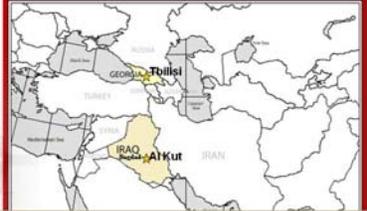
ARCENT Theater Ammunition Resupply
Kuwait Naval Base

Mission

Task Force Blackjack V conducts deployment and redeployment of Class V through the Kuwait Naval Base in order to resupply theater stocks with 762 containers of Class V and to retrograde 151 containers from the Transportation Support Activity to CONUS via the MV Virginian.



Georgia Brigade Redeploy



The Challenge

- Return the Georgian First Brigade from Iraq within 96 hours of request from the Georgian Government

Aeromedical Evacuation Bridge

From 10 Days:

- Desert Storm - 10 days to CONUS
- Robust Theater Footprint
- Large Blood Holding Capability
- Heavy LTR Requirement
- Stable Patient Care
- Scheduled Stable Patients
- Dedicated Airlift
- "TAGS/STRAT" Crews
- Separate AE Routes

➔

To 3 Days:

- OIF/OEF - 3 days to CONUS
- Light, Capable, Lifesaving
- Limited Hospital Beds
- First in for Early Casualties
- Critical Patient Care - CCATIs (Critical Care Air Transport Teams)
- Stabilized Rapid Evacuation
- Designated Multi-mission Airlift
- Universal AE Crews
- AE Tied to "Best Fit" Airlift



Survival Rate from Wounds (%)

Phase	Survival Rate (%)
Pre-WW	~65
WW I	~70
WW II	~75
WW III	~80
Desert Storm	~75
OIF/OEF	90%
Current	75%

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OIF/OEF Logistics Challenges



★★★★ = **Traditional, ICDS, & JPADS**

Up to 25,000+ ft

Joint Precision Airdrop System

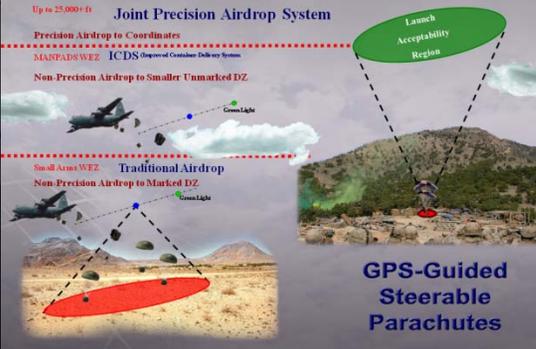
Precision Airdrop to Coordinates
MANPADS WEZ ICDS Improved Container Delivery System

Non-Precision Airdrop to Smaller Unmarked DZ

Small Arms WEZ Traditional Airdrop
Non-Precision Airdrop to Marked DZ

Launch Acceptability Region

GPS-Guided Steerable Parachutes



US



ARCENT Theater Ammunition Resupply

Kuwait Naval Base

Contract Support

- **LOGCAP (KBR)**

Kuwaiti Government

- **Ministry of Defense**
- **Ministry of Interior**

US Army

- **1st Theater Sustainment Command**
- **311th Expeditionary Sustainment Command**
- **595th Transportation Terminal Group**
- **Area Support Group - Kuwait**

US Navy

- **Military Sealift Command - Kuwait**
- **Maritime Expeditionary Security Squadron (MSRON)**
- **Naval Expeditionary Logistics Support Group (NAVELSG)**
- **Naval Expeditionary Medical Force - Kuwait**

“World-class people performing logistical miracles.”



ARCENT Theater Ammunition Resupply

Kuwait Naval Base

ROAD CLOSED HIGHWAY 40

ROAD CLOSED FOR 2 HOURS

Mission Accomplished Safely in 69 Hours

KNB-TSA Convo



KNB

here...

Kuwait

Ammo Bunker

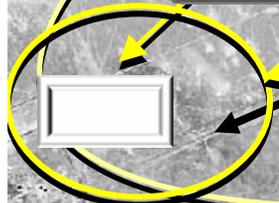
to here...

LTC Martin John Garner
1186th Transportation Terminal Brigade
S-3 / Port Operations Officer

/ Seaside Security

Safety, S

in 84 hours or less...





ARCENT Supply Operations

ARCENT Theater Ammunition Resupply Kuwait Naval Base

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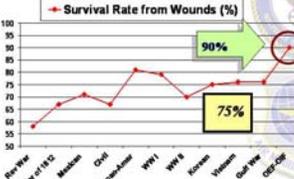
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Phase	Survival Rate (%)
Pre-WW	~65
WW I/II	~70
Modern	~75
Desert Storm	~78
WW I	~80
WW II	~82
Korea	~85
Vietnam	~88
Desert Storm	90
WW I	~92
WW II	~95
Desert Storm	~98

OIF/OEF Logistics Challenges

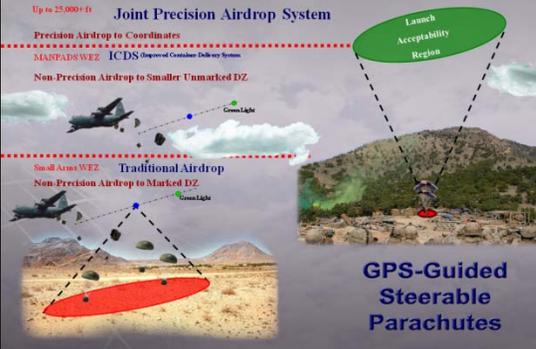


Traditional, ICDS, & JPADS

Up to 25,000+ lb

Joint Precision Airdrop System

- Precision Airdrop to Coordinates
- MANPADS WEZ
- ICDS Improved Coordinate Delivery System
- Non-Precision Airdrop to Smaller Unmarked DZ
- GPS-Guided Steerable Parachutes
- Traditional Airdrop
- Non-Precision Airdrop to Marked DZ




Al Asad

Ar Ramadi

Baghdad

Balad

Basrah

Navistar

Umm Qasar

Ash Shuaybah

KUWAIT

SAUDI ARABIA



Afghanistan's Logistics Challenges



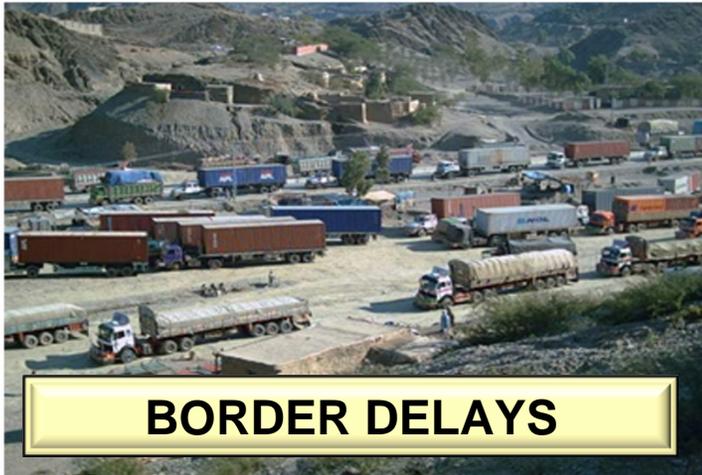
==☆☆☆☆== *Pakistan Ground Lines of Communication*

- Zero Military C2
- 100% Commercial
- All Host Nation Trucking
- 30,000 Containers / Year





PAKGLOC Issues



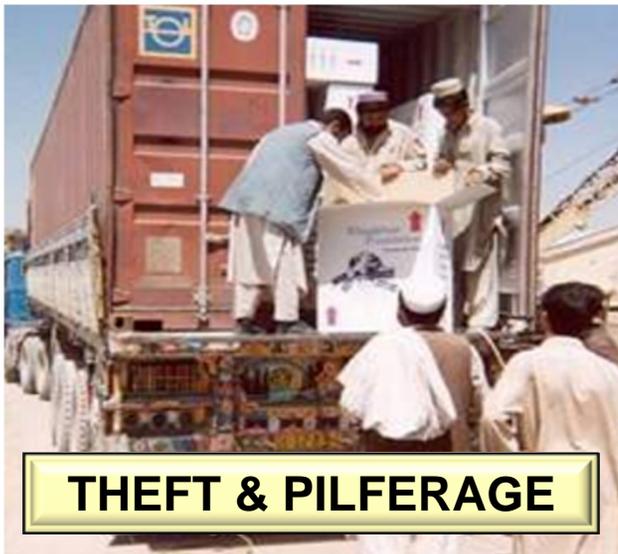
BORDER DELAYS



WEATHER



ATTACKS IN THE FATA

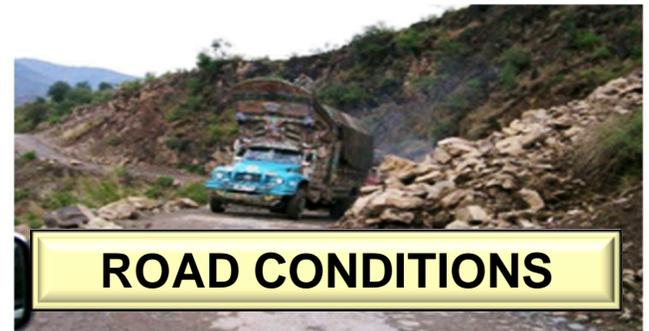


THEFT & PILFERAGE

POLITICAL UNREST
EXPANDING MILITANCY
PAKMIL ROLE UNCERTAIN
ECONOMIC ISSUES
VISIBILITY ISSUES



LABOR ISSUES



ROAD CONDITIONS

My Logisticians are a humorless lot...they know if my campaign fails, they are the first ones I will slay. - Alexander the Great



Neonetwork Distribution Network



LEVERAGING

- Local Sourcing
- Regional Issues
- Commercial "Know How"
- Multiple Routes

For Official Use Only

359 Containers DLA Class IV

- 352 Class IV
- 7 Class II

352

7

100

100

600 Containers DLA Class IV

- 300 via Poti
- 300 via Riga

100

100

78

100

27

42

29

98 Containers GSA Class II

- Via Poti

100

78 Containers GSA Class II

- Via Poti

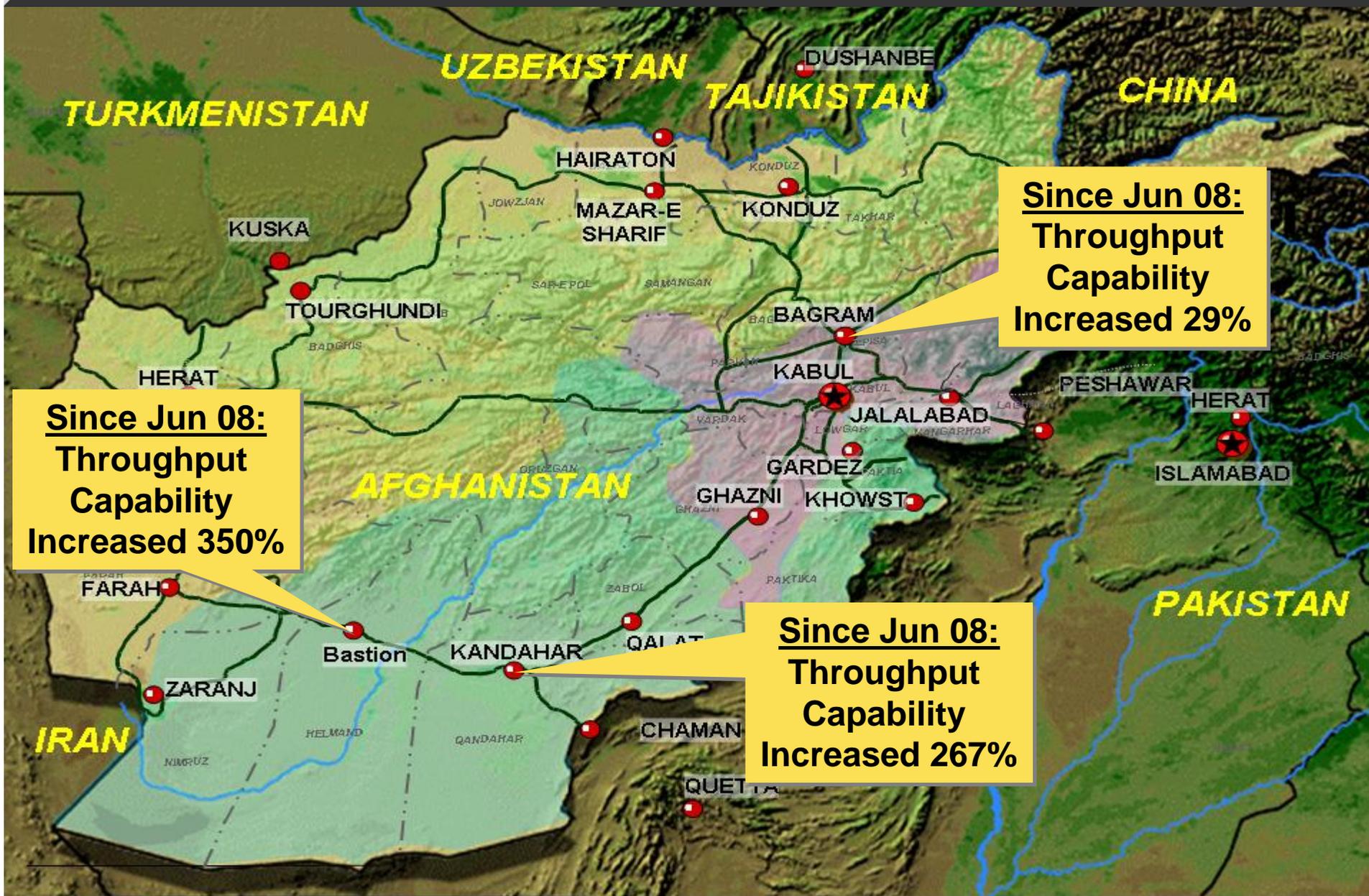
191

191 Containers Delivered

CONUS	PAKGLOC	95 days
	NDN	59 days
Europe	PAKGLOC	88 days
	NDN	45 days

For Official Use Only

==☆☆☆☆= *Velocity Improvements ISO OEF Plus Up*



==☆☆☆☆= *Bottom Line – Support the Warfighter!*



We move America's military might...make it happen...GIT-R-DONE!



Keeping Promises



A Promise Given.....will be a Promise Kept!