

# **United States Transportation Command**

## **2001 ANNUAL COMMAND REPORT**



**Transforming Global Mobility . . . and Distribution**



# United States Transportation Command (USTRANSCOM)

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**United States Transportation Command (USTRANSCOM)**  
**Fiscal Year 2001 - In Review**  
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## INTRODUCTION

From the Commander in Chief, United States Transportation Command

### **“TRANSFORMING GLOBAL MOBILITY...AND DISTRIBUTION”**

On the morning of September 11, 2001, we all watched in disbelief and then horror as our country came under attack. Yet, those seeking to invoke fear and undermine freedom served only to invite the tenacity of American resolve. Our nation's mobilization was borne on the shoulders and steered with the dedication and determination of the men and women who operate the air, land, and sea components of USTRANSCOM. From the initial Operation Attack Response, through the continuing efforts of Operations Noble Eagle and Enduring Freedom, our dedicated warriors responded brilliantly and continue to execute their global mobility mission, allowing our country to protect its interests, its citizens, and the cause of freedom in this volatile and dangerous world.

Today, America and the international community depend on the US military to perform a wide range of warfighting, peacekeeping, and humanitarian missions. This broad variety of missions, combined with heightened risks, the dynamic nature of security threats, and the nonstop charge of the information revolution, are driving a transformation of America's military forces, weapons, and operations. Transformation...a word that has come to symbolize the Department of Defense at the beginning of this new century...has been central to United States Transportation Command's success since its inception. This year's Annual Command Report provides an opportunity, once again, to review and learn from our past operations and introduce new initiatives to shape the Defense Transportation System to satisfy tomorrow's requirements.

No matter what the mission, whether at home or abroad, this country's defense transportation network enables it to quickly extend a "hand of friendship" or "the fist of war" to any location on the globe. In the past year alone, our component commands--Air Mobility Command, Military Sealift Command, and Military Traffic Management Command--worked together to orchestrate the movement of people and supplies over the entire globe. Our peacekeeping missions delivered military training and equipment to Nigerian peacekeeping forces supporting Operation Focus Relief II, and delivered 150,000 square feet of cargo for Operation Joint Guardian, the United States' commitment to the Kosovo peacekeeping force. The command's humanitarian efforts provided urgent, short-notice airlift of emergency flood relief equipment and supplies to Southern Texas in the wake of Tropical Storm Allison; four missions to western India in the aftermath of a devastating earthquake; and 21 strategic airlift missions moving passengers and cargo to further Operation Determined Response following the bombing of USS Cole.

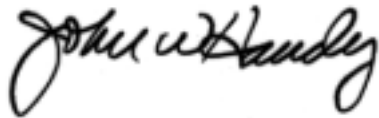
Immediately following the terrorist attacks on September 11, Operation Attack Response began and the USTRANSCOM Total Force team surged into action. What started as an urgent disaster relief effort has grown to a full wartime contingency. USTRANSCOM's contributions to



Operations Noble Eagle and Enduring Freedom are immeasurable. America's new war on terrorism started and will end in victory on the shoulders of USTRANSCOM's mobilization might. In support of these operations, MSC activated USNS Comfort; and AMC executed over 330 airlift missions and 690 tanker missions refueling over 1,100 aircraft by the end of September 2001. The USTRANSCOM team continues to make its mark on homeland defense and the global anti-terrorism campaign, with efforts continuing at an accelerated tempo. At the same time, we are working harder than ever before to protect our people, systems, processes, and shipments from terrorists or other asymmetric attack.

USTRANSCOM's response to the transportation challenges facing DOD requires flexibility and initiative, and is guided by four basic tenets: maintain readiness, continue modernization, improve key processes, and invest in our most valuable resource - people. Our Strategic Plan gives us the road map to meet the challenge. At its core, the plan builds upon our successes, improves our ability to achieve our vision, and ultimately enables the promise of Joint Vision 2020: Full Spectrum Dominance.

The capability of America's Defense Transportation System is unparalleled in history. Never before has such a ready and capable mobility system existed. USTRANSCOM's Total Force team of active duty, guard and reserve, civilian, and commercial partner "quiet heroes" execute their global mobility mission everyday--in peace and war. To this group of dedicated professionals, I say thank you for a job well done!

A handwritten signature in black ink, reading "John W. Handy". The signature is fluid and cursive, with the first name "John" being the most prominent.

JOHN W. HANDY  
General, USAF

## Management Overview

There are a host of new challenges on the horizon as we face the demands of this new century. However, thanks to the military and civilians of United States Transportation Command and the Transportation Component Commands, we are better prepared to meet those challenges. On any given day, USTRANSCOM has air, land, and sea operations underway in support of U.S. military commanders in chief around the globe. USTRANSCOM moves equipment, cargo, passengers and medical patients. The command moves cargo on fast sealift ships in support of JCS exercises as well as arranging liner services and cargo handling services at worldwide seaports. It also refuels aircraft in mid-air and manages a fleet of operational support aircraft. The command works closely with other federal agencies such as the Federal Emergency Management Agency to support its response to natural disasters. Another responsibility is flying the president, along with his support equipment and personnel, on his official travels within the country and around the globe. And finally, the command is immersed in transportation information management.

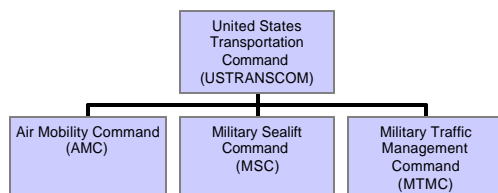


USTRANSCOM is one of 9 unified commands in the Department of Defense. Unified commands have broad, continuing missions under a single commander in chief. Of the 9 unified commands within DOD, five CINCs have geographic areas of responsibility and are responsible for all operations within those areas. The CINCs of the remaining four unified commands have worldwide functional responsibilities not bound by geography. USTRANSCOM is in the latter group.

## Our Mission

*“To provide air, land, and sea transportation for the DOD, both in time of peace and time of war.”*

USTRANSCOM responds to an ever-increasing range of military and non-military requirements. To perform our global mission, we turn to our TCCs. The Army’s Military Traffic Management Command provides surface movement, passenger and personal property movement, and deployability engineering; the Navy’s Military Sealift Command offers common-user sealift and prepositioned ships; and the Air Force’s Air Mobility Command provides airlift and aerial refueling. We also rely heavily on the commercial transportation industry with the incredibly large fleet of aircraft, ships, trucks, trains, and barges necessary to accomplish our mission.



## Management Overview

Our military assets, along with access to the commercial transportation industry, form the Defense Transportation System. Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," defines the DTS as, "that portion of the Nation's transportation infrastructure that supports Department of Defense common-user transportation needs across the range of military operations. It consists of those common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by the Department of Defense."

A comprehensive description of USTRANSCOM's roles, missions, history, and capabilities is available in "Understanding the Defense Transportation System" (USTRANSCOM Handbook 24-2). For information regarding USTRANSCOM Handbook 24-2 and other references, consult the list of Web Sites located in Appendix C-1.

### USTRANSCOM Staff

USTRANSCOM		With the exception of liaison officers and the Joint Deployment Training Center, USTRANSCOM personnel are located at Scott Air Force Base, Ill. Representation of members from all the military services into a joint staff is the heart of USTRANSCOM's unique ability to provide defense transportation support worldwide. The command staff is comprised of nine functional directorates, four direct reporting elements, command chaplain, command section, personal staff and the Joint Transportation Reserve Unit.
Personnel	Total	
Military	739	
Civilians	337	
Total	1076	

The CINC, USTRANSCOM, has responsibility for the Transportation Working Capital Fund. The Program Analysis and Financial Management directorate and the TCCs administer the TWCF to track costs and pay for transportation services.

The single focal point for ongoing operations is the Mobility Control Center, part of the operations and logistics directorate. The MCC is linked to the TCCs by integrated command, control, communications and computer systems, which provide visibility of DTS cargo and passenger movements.

Another integral part of the USTRANSCOM staff is the Joint Intelligence Center-Transportation. The JICTRANS leads the DOD intelligence community in efforts to identify and minimize threats to deployed DTS assets. In addition to producing intelligence on global seaports, JICTRANS develops the DOD Transportation Intelligence Community of Interest, orchestrating the efforts of diverse intelligence production centers to meet vital DTS intelligence requirements.

### Air Mobility Command

AMC		Headquartered at Scott Air Force Base, Ill., AMC provides common-user and exclusive-use airlift, aerial refueling, and aeromedical evacuation transportation services to deploy, employ, sustain, and redeploy U.S. forces worldwide.
Personnel	Total	
Military	129,332	
Civilians	7,955	
Total	137,287	



## Management Overview

Additionally, AMC is the worldwide aerial port manager and, where designated, operator of common-user aerial ports.

AMC is the single point of contact with the commercial airline industry for procurement of DOD domestic and international airlift services and administers and executes the Civil Reserve Air Fleet.

The Defense Courier Service joined AMC on Oct. 1, 1998. Headquartered at Fort Meade, Md., DCS provides secure delivery of classified documents and materials to DOD and other government agencies worldwide.

### Military Sealift Command

MSC		Headquartered at the Washington Navy Yard, MSC provides com-
Personnel	Total	mon-user and exclusive-use sealift transportation services to deploy,
Military	2,465	employ, sustain, and redeploy U.S. forces around the globe. MSC pro-
Civilians	4,509	vides sealift and prepositioned stocks to U.S. forces with its fleet of gov-
Total	6,974	ernment-owned and chartered U.S.-flagged commercial ships, giving
		preference to ship-operating companies who signed the Voluntary
		Intermodal Sealift Agreement.

### Military Traffic Management Command

MTMC		Headquartered in Alexandria, Va., MTMC provides global surface
Personnel	2,424	transportation to meet National Security objectives in peace and war.
Military	2,134	With units stationed around the globe, MTMC serves as the single port
Total	4,558	manager to the geographic CINCs, and provides traffic management serv-
		ices to deploy, sustain, and redeploy forces worldwide. Additionally,
		MTMC executes the personal property and passenger movements program
		and performs deployability engineering.

The Joint Traffic Management Office is the focal point for surface shipping and ocean cargo booking of domestic and international freight plus cargo and container movements. MTMC has four subordinate commands to help accomplish its global mission. The MTMC Transportation Engineering Agency conducts studies and analyses to improve the deployability of present and future military forces. The other MTMC subordinate commands are: MTMC Deployment Support Command, headquartered at Fort Eustis, Va.; the 598th Transportation Group, headquartered in Rotterdam, the Netherlands; and the 599th Transportation Group, headquartered at Wheeler Army Airfield, Hawaii. These commands provide port management and surface transportation support.

## **Management Overview**

### **Our Reserve Components**

No unified command is more dependent on an early call-up of the reserve force than USTRANSCOM. Fifty-five percent of the USTRANSCOM/TCC total force team is composed of guard and reserve personnel. Approximately one-third of USTRANSCOM's military headquarters capability lies within the reserve component. These forces work every day with their active-duty counterparts in the TCCs as part of a team, supporting ongoing support missions and contingencies.

USTRANSCOM's Joint Transportation Reserve Unit represents all military service branches and directly supports the work at Scott Air Force Base. JTRU members are integrated into USTRANSCOM's daily operations. In FY01, 182 JTRU members contributed nearly 8,000 days of contributory support, including duty as senior watch standers in the MCC, JICTRANS and the Global Patient Movement Requirements Center. Additionally, Naval Reserve Unit JICTRANS 0169 provides 28 personnel in support of the command's vital intelligence production requirements.

### **Our Commercial Partners**

USTRANSCOM depends heavily upon its partners in the commercial transportation industry to deploy and support military forces. The basis for much of the participation by commercial transportation providers in the DTS is due to several programs developed by USTRANSCOM and executed by the TCCs. Some of these programs are listed below.

#### **Contingency Response**

The Contingency Response program supports the acquisition of domestic commercial transportation resources during military deployments. The CORE network has 22 industry associations and 12 government agencies that provide commercial transportation service support to the DTS during times of crisis or national emergency.

#### **The National Port Readiness Network**

The National Port Readiness Network ensures military and commercial port readiness supporting deployment of military personnel and cargo in the event of mobilization or a national defense contingency through coordination and cooperation among NPRN members. The network consists of nine agencies: USTRANSCOM; MSC; USJFCOM; USACE; MARDEZ; MTMC; MARAD; USFORSCOM; and the USCG.

#### **Civil Reserve Air Fleet**

The United States airline industry, through the CRAF partnership, provides aircraft and crews to support DOD in emergencies when requirements exceed available military aircraft. The CRAF is capable of providing over 50 percent of DOD's strategic airlift requirements when activated. The CRAF has three main segments: international, national, and aeromedical evacuation.

## Management Overview

The international segments are divided into the long-range and short-range sections, and the national segment into the domestic and Alaskan sections.

Airlines contractually pledge aircraft to the various CRAF segments for DOD use when required. The DOD provides incentives for civil air carriers through the AMC peacetime airlift contract program to civilian airlines pledging aircraft to the CRAF. AMC hosts two groups to promote the partnership between DOD and the civilian airline industry.

### CRAF Select Working Group

The CRAF Select Working Group, a joint DOD/industry working group, modeled after the Sealift VISA Executive Working Group, was established by CINCTrans to examine CRAF relationships, business incentive programs and contract processes in the context of global trends-commercial and governmental-and to respond to global impacts of new technologies, industry partnerships, new business practices, and military requirements. The SWG forum is designed to elicit open discussion on potential challenges facing the CRAF and to obtain advice on ways to improve the process for the betterment of the DOD/CRAF partnership.



Barksdale troops board a commercial flight for deployment in support of a U.S. Strategic Command Exercise at Barksdale AFB, La.

### AMC Passenger Charter Focus Group

The AMC Commander established the AMC Passenger Charter Focus Group to exchange information regarding passenger issues. The goals of this group are to identify, coordinate, and make recommendations for improving the overall quality of AMC charter service, enhance business opportunities, and increase the efficiency and ridership in various programs.

### Voluntary Intermodal Sealift Agreement

In order to provide for joint planning and to ensure access to commercial shipping during a national emergency, the U.S. maritime industry established a unique partnership with USTRANSCOM, the Department of Transportation, and MARAD to form the VISA. VISA makes it possible for DOD to use ships and shore-based transportation systems of ocean shipping companies which, in turn, receive a subsidy from the federal government or be awarded peacetime defense cargo movement contracts. Because of VISA, commercial transportation companies are an integral part of the military contingency planning process.



## **Management Overview**

All major U.S.-flagged carriers (90 percent of the U.S.-flagged dry cargo fleet) are in VISA and provide Roll-On/Roll-Off ships, Lighter Aboard Ship vessels, combination RO/RO and container ships, breakbulk ships, and seagoing tugs and barges.

Because USTRANSCOM works with a wide array of commercial assets, services, and systems, we must continually grow our partnership with industry to operate current technology, anticipate trends, and develop future capabilities. Our task is to link the pieces to form a seamless transportation system. This effort has no value if it does not support the needs of customers, not only to know what is where in the DTS, but also to deliver the right item at the right time to the right place at the lowest effective cost.

## **Our Customers**

The 1992 expansion of USTRANSCOM's mission, to include peacetime operations, increased the number and variety of our customers. Each customer has unique requirements. For example, the unified CINCs maintain a focus on readiness and quick response, while the exchange services want consistent, reliable and cost-effective service. Therefore, a one-size-fits-all DTS is not possible.

The following customers are billed directly for services rendered:

Joint Chiefs of Staff

Military services

(DA, USN, USMC, USAF)

Defense Logistics Agency

Exchange Services

(e.g., Army and Air Force Exchange Service and Navy Exchange Service Command)

Defense Commissary Agency

Military Postal Service

Department of State

Federal Agencies

(e.g., Central Intelligence Agency, Federal Emergency Management Agency)

United Nations

North Atlantic Treaty Organization

Defense Threat Reduction Agency

## **Transforming Global Mobility...and Distribution**

USTRANSCOM continues to provide air, land, and sea transportation services including aerial and seaport operations. We use the organic assets of our component commands as well as those provided by the reserve components and our commercial transportation partners to form the USTRANSCOM total force capability. We move cargo and passengers every day for a wide variety of customers, within and outside DOD. We are Transforming Global Mobility and Distribution by

## Management Overview

providing timely and accurate in-transit visibility and integrating supply and transportation processes to support the customer's peacetime and wartime missions.

In a review of our fiscal year 2001 activities, we will show our progress and the challenges in Transforming Global Mobility and Distribution.



## Global Transportation - The Future

### Strategic Plan

The DTS has entered a new century marked by uncertainty and increased demand to support a wide, complex, and growing range of operations from homeland security to small-scale contingencies to major war. The need for agile, robust, and survivable strategic mobility will be essential to support the warfighter in an era of transformation. USTRANSCOM's Strategic Plan establishes the roadmap for planning and meeting these challenges. Development and refinement of USTRANSCOM's Strategic Plan is led by the command's Executive Council of top leaders, providing guidance from the highest level. The Plan, in line with the Government Performance Results Act of 1993, cascades long-term plans into annual performance plans that help guide resource decision-making.



USCINTRANS' Strategic Guidance (the first element of the USTRANSCOM Strategic Plan) is the cornerstone of the command's transformation strategy. On July 31, 2001, CINCTrans released the FY02 Strategic Guidance for publication reaffirming our vision "...to provide timely, customer-focused global mobility in peace and war through efficient, effective, and integrated transportation from origin to destination." The guidance provides direction by outlining 20 strategic issues in five core processes: serve the customer, readiness, planning and execution, information management, and financial management.

Key issues for FY02 include enhancing the strategic distribution process in partnership with the Defense Logistics Agency; improving the DTS fixed infrastructure; ensuring Mobility Air Forces can rapidly project and sustain forces; integrating transportation Command and Control systems and processes into a robust common operating picture; continuing to improve the joint deployment and Crisis Action Planning processes with our DOD partners; intensifying the highly cooperative effort with geographical CINCs to address force protection and anti-terrorism issues on a daily basis; and enhancing C4 functional applications to rapidly process data and produce decision quality information.

**"Providing first-class support to our number one customer...the warfighting CINCs...remains our highest priority. Each of our Strategic Issues is targeted to build upon our past success and improve on our ability to achieve our vision... "**

The USTRANSCOM Corporate Plan is the second element of the USTRANSCOM Strategic Plan. It provides the detailed implementation plans to address the command's 20 Strategic Issues, which ultimately fulfill the vision of the Strategic Guidance. The Transportation Planning Guidance is the capstone of USTRANSCOM's Corporate Plan. It is an executive summary of our Corporate Plan and establishes command-planning priorities for the upcoming fiscal planning cycle.



## Global Transportation - The Future

### Partnership

#### Strategic Distribution Management Initiative

USTRANSCOM's partnership with the Defense Logistics Agency continues to flourish as we work toward our goal of an optimized global distribution system providing responsive, reliable, end-to-end service to our customers. We remain focused on our goal of improving Customer Wait Time and Time Definite Delivery through in-depth analysis of our distribution system processes. In fact, our analysis incorporates nearly the entire supply chain from the time a requirement is established by a customer until the Supply Support Activity/Squadron receives the item. Through our Define-Measure-Improve methodology, we pinpointed three critical keys to a reliable and efficient distribution system: (1) Stocks located at or near a primary depot for quick entry into the distribution system, (2) Scheduled transportation service, and (3) Synchronization between supply and transportation processes.

Our flagship initiative into USEUCOM continues to excel. SDMI process improvements reduced CWT to Task Force Eagle in Bosnia by 36 percent; reduced costs between Germany and the UK by 70 percent (\$2-4M) by diverting cargo from air to truck; lowered variability by 8 days; and reduced CWT for containerized surface cargo from the East Coast to Europe by 10 percent. We began SDMI evaluation into USCENCOM's AOR on April 23, 2001, with similar improvements. CWT to Army customers in Kuwait and Saudi Arabia decreased by 3 days (27 percent) and 5 days (30 percent) respectively. Phase II to USCENCOM, which expanded efforts with Navy cargo into Bahrain, was planned for the 2nd quarter FY02, but postponed due to the terrorist attack of September 11, 2001. Initial planning for USPACOM's AOR is scheduled to begin in April 2002.

Each of our four committees remains committed and active in continual process improvements.

### Stockage Management

DLA's Defense Distribution Center continues to lead the effort to establish a national stock positioning strategy. This strategy (called facing fill) involves positioning stocks at the two major Strategic Distribution Platforms—Susquehanna, Pennsylvania and San Joaquin, California—to afford rapid entry into the distribution system once a requisition is made. To date, over 26,000 National Stock Numbers have been relocated as they work toward an 85 percent facing fill goal and to get all Services and DLA on a similar stock positioning and sourcing logic. As stocks have been repositioned to the SDPs, DDC has been extremely successful in diverting shipments from premium service to scheduled service resulting in an estimated annual savings of \$7M. DLA is expanding its CONUS stockage strategy to overseas locations as well. Efforts are ongoing at Germersheim, Germany and Yokosuka, Japan to fill those fast moving items locally vice expending valuable strategic lift resources in moving them to their overseas destinations.

## Global Transportation - The Future

### Air Distribution

Under the leadership of AMC/DO, numerous and impressive improvements have been made to



the international air cargo distribution system operated and managed by AMC. Expanding partnerships with U. S. air carriers has led to an ongoing program of improvements, providing optimum service while integrating all aspects of military and commercial cargo delivery systems. Further, partnerships established with USEUCOM and USCENTCOM proved military air distribution is just as responsive as commercial service without increased costs to the warfighter. Air Lines of Communication pallets, built at the DLA Distribution Center at Susquehanna, Pa., are express trucked to the aerial port at Dover AFB, Del. The pallets are processed and shipped on the

next AMC express mission to Ramstein; from there they are shipped to Tuzla, Bosnia, Taszar, Hungary, Kuwait and Saudi Arabia, with Bahrain being added in the near future. Along with our DLA partner, we've confirmed if material is properly positioned and correctly linked to scheduled strategic/theater lift, we can match and, in some cases, beat the delivery times of AMC contracted World Wide Express service. Examples of significant improvements include: a 67 percent reduction in APOE hold times, reduced expediting (Green Sheeting) at Ramstein from 1-2 per day to 1-2 per month, and deliveries to Kuwait in less than 96 hours. Our goals remain unchanged: improve velocity and reduce CWT; improve reliability (achieve and maintain TDD with 95 percent reliability); and achieve a distribution process that expands, contracts and changes effortlessly to provide support and air distribution in peace and war.

### Surface Distribution

MTMC made revolutionary changes to ocean container booking processes and movement, resulting in a 14 percent worldwide average reduction in CWT compared to calendar year 2000. The key



factors in this success have been genuine partnering with our counterparts in industry and replacing outdated business processes with new procedures that are quicker, simpler, and use more advanced technology based solutions. As a result, ocean carriers now routinely advance containers to the next available ship rather than to hold them for a later ship. The Direct Booking Test empowered customers to book shipments via the ocean carrier's website, slashing processing time from 29 hours to less than 10 minutes. Processing one-time-only shipments had taken an

## **Global Transportation - The Future**

average of 35 days, but our business process improvements have cut this time to less than 10 days. During 2002, we will further improve customer service and readiness by focusing efforts on quicker customs clearance and delivery to the customer.

### **Financial Process Improvement**

Headed by USTRANSCOM's Program Analysis & Financial Management Directorate (TCJ8), the SDMI Finance Committee worked diligently to facilitate door-to-door air cargo delivery, competitive rates, and one bill to the customer. The committee implemented commercially equivalent air cargo rates on specific routes, enabled payment methods for trucking support, developed alternative billing processes, and is preparing to modify operational and financial systems to allow for automated door-to-door billing.

As the services transform their deployment and distribution processes, USTRANSCOM must assist in this evolution by continually looking for more efficient and effective ways to provide end-to-end support to the warfighter. The DLA and USTRANSCOM partnership has succeeded in improving this end to end distribution process. Results from the incorporation of SDMI have reduced CWT and improved TDD. SDMI remains a high priority initiative issue in our Strategic Plan.

### **Joint Deployment**

Deployment is a primary mission of USTRANSCOM, and the command is continuously involved with deployment improvement initiatives. The overall goal of Joint Deployment Process Improvement is rapid and accurate operational planning and execution in order to achieve National Security objectives. USTRANSCOM continues to support JDPI initiatives. During FY01, a single joint deployment focal point was established at USTRANSCOM and is effecting change as part of the JDPI triad, along with Joint Staff J4 and the Joint Deployment Process Owner at USJFCOM.

The major focus over the past year has been improvement of the current deployment process, with emphasis on determining if development of a 72-Hour Time-Phased Force Deployment Data standard is achievable. This was tested by a warfighting CINC during exercise Ulchi Focus Lens 01/JDPI. The overall objective of UFL 01/JDPI was to validate feasibility of the Chairman, Joint Chiefs of Staff mandate to improve the current Crisis Action Planning process by producing a validated TPFDD for the first 7 days of flow within 72 hours. UFL 01/JDPI was a "road test" to determine if the four enablers of JDPI (concurrent collaboration, Joint Forces Capabilities Register, revised JOPES orders, and integrated joint systems and procedures), working in conjunction with one another could produce a validated TPFDD within 72 hours. UFL 01/JDPI verified that the JDPI initiatives have value. With time and continued development they will enhance CAP. As these improvements mature toward implementation, the JPEC requires indoctrination on these new capabilities through training, exercises, and doctrinal changes. This successful test by a warfighting CINC provides credence to move forward on these JDPI initiatives. Overall, UFL 01/JDPI was a success, but further process refinement and documentation, system development, training, and day-to-day use of the capabilities are necessary so that we have the ability to execute the TPFDD at the 73rd hour.



## **Global Transportation - The Future**

### **Dynamic Time-Phased Force Deployment Data Flow**

The concept of a Dynamic TPFDD flow was introduced during USPACOM's Reception, Staging, Onward Movement and Integration Exercise in 2000. Lessons learned were then applied in 2001 by establishing a GTN Exercise System. Using this system, we provided participants of Turbo Challenge 2001 with aircraft diversions from "closed" airfields while the exercise information systems updated changes to the airflow. The lessons of Enduring Freedom reinforced the need to incorporate Dynamic TPFDD flow in all our exercises.

In pursuit of this Dynamic TPFDD initiative, USTRANSCOM configured GES to support future exercises. For the first time, exercise participants had the ability to flow aircraft schedules and cargo manifests in the exercise environment.

In the fall of 2001, USTRANSCOM TCJ3/4 configured JFAST, an existing TPFDD modeling system, to create transportation schedules and cargo detail associated with those schedules.

### **Modernization**

The Mobility Requirements Study 2005, completed in FY01, established the programmatic foundation for USTRANSCOM's mobility programs and infrastructure worldwide. This significant effort was very successful from a strategic mobility perspective and was a major source of data for the DOD Quadrennial Defense Review.

During the latter part of 2000 and the first nine months of 2001, USTRANSCOM was actively involved in the QDR process. A USTRANSCOM/TCC team was established to represent Command interests across the various Panels being led by OSD and the Joint Staff. Through a proactive posture taken by USTRANSCOM throughout the process, the Command fared well in the QDR report with most of our issues being addressed in the final report and the new Defense Planning Guidance. Key core themes advocated and pushed by USTRANSCOM were the need to address the airlift shortfall, the need for additional special purpose sealift (heavy sealift), joint logistics command and control from an E2E perspective and decision support tools to enhance planning and execution. As we evaluate the new defense strategy, we envision even more emphasis on strategic mobility and requirements that may well be more demanding.

### **Infrastructure**

Our European En route Infrastructure Steering Committee efforts with our USEUCOM and USCENTCOM partners continued to pay off as we refined our basing strategy. NATO accepted our analysis advocating creation of an airlift mobility hub at Ramstein Air Base, and then put their money—approximately \$30M—behind the idea to support the ramp and fuel hydrant projects. The Government of Spain approved our request to enhance the Naval Station Rota, and the NATO Infrastructure Committee accepted our Notices of Intent to prefinance the projects, paving the way

## Global Transportation - The Future

for reimbursement later if NATO chooses to adopt Rota as a second mobility hub. Construction projects will continue at RAF Fairford, RAF Mildenhall, and Moron AB as we continue to build the infrastructure to support MRS-05 and future OPLAN requirements.

The Pacific En route Infrastructure Steering Committee matured rapidly during FY01. USPA-COM requested and received extensive analysis by USTRANSCOM and AMC based upon future warfighter requirements matched up with the future air fleet and the future programmed infrastructure. That analysis drove USPACOM's search for innovative solutions to future infrastructure bottlenecks and validated all current and future construction projects. All of the Pacific En route bases are currently under construction as runway, ramp, and fuel hydrant projects move forward with greater velocity. Over \$1B is currently programmed to fix our aging en route infrastructure in both the Pacific and Europe.

USTRANSCOM continued its Critical Infrastructure Protection program, in close coordination with Assistant Secretary of Defense for Command, Control, Communications and Intelligence, Joint Staff, and Department of Transportation. The USTRANSCOM CIP program will identify worldwide physical and cyber assets critical to the Defense Transportation System, assess vulnerabilities, identify remediation to those vulnerabilities, and track the status of critical assets. CIP complements many USTRANSCOM initiatives to improve transportation throughput capabilities. The CIP program is designed to improve the protection of those critical capabilities to ensure they will be there when we need them.

In FY01, USTRANSCOM participated in the Army-chaired Joint Infrastructure Working Group. The JIWG supports the Army transformation vision to close the Interim Brigade Combat Team within 4 days from the first aircraft departure to the last aircraft arrival. USTRANSCOM, in conjunction with its components, AMC and MTMC Transportation Engineering Agency, conducted visits to potential IBCT sites. AMC provided site surveys of airfield capability and MTMC TEA provided designs for deployment-support infrastructure projects. USTRANSCOM completed an extensive analysis of the IBCT deployment from Ft. Lewis, via McChord AFB, to the Balkans. The McChord study was the catalyst for an Army request to provide a more comprehensive IBCT Air Mobility Deployment Analysis of a larger IBCT from 7 origins to 8 austere destinations (56 scenarios). This study, in its final stage, will provide the first detailed IBCT air mobility deployment analysis including findings, system insights, and recommendations.

### High Speed Sealift



High Speed Sealift Ship

USTRANSCOM continues to examine the potential of commercially viable, militarily useful High Speed Sealift platforms to enhance DOD power projection capabilities. HSS technologies could accelerate the movement of high priority personnel, equipment, and sustainment supplies to crisis and conflict locations. This will enable the DTS to facilitate rapid entry into a theater of operation across the entire spectrum of military operations. HSS vessels are possible through

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increased performance efficiencies in hull designs and innovative power plants. Promising and proven technologies include waterjet propulsion systems and hull designs such as planing and slender monohulls, small water-plane area twin hull, multi hull (e.g., catamaran), and surface effect ships.

### Agile Port

Constrained ports, with limited throughput must not limit the full potential of emerging high-speed lift concepts and improved air/ocean transit times. Ports are one of many nodes in the E2E distribution system, with several issues (environmental, port congestion, channel/berth depth, landside access, gate processing, aging infrastructure, and labor) affecting the ability of ports and terminals to rapidly process military cargo.

The term Agile Port refers to the integration of the physical port and terminal configuration designs with material and information handling to permit cargo to pass through more rapidly than in current practices. An agile port uses state of the art material and cargo handling technologies, tagging, tracking, and information management systems. It uses technologies to expand the ability of commercial terminals to quickly accommodate military cargo, minimize the impact on commercial transportation from military surge deployments, and improve the ability of terminals to accommodate a variety of ship types. USTRANSCOM is examining several avenues to address a marine-rail interface (inter-modal sorting done off-pier at an inland site, with a dedicated rail corridor to the terminal facility), with improved AIT capabilities. The associated benefits of an AP are increased port throughput, decreased port congestion, increased port mobilization capabilities, and increased asset visibility.



Multi-modal container operations at an agile port.

### Transportation Automated Measuring System

In addition to its role as an ITV “feeder” system, the Transportation Automated Measuring System is an integral component of the agile port concept.



Vehicle processing: weight, height, center balance measurements using TrAMS.

TrAMS provides two key capabilities. First, by automating the weighing, measuring, and center of balance calculations, TrAMS reduces manpower requirements during this predeployment activity and ensures accurate calculations for air/sea load planning. Second, by capturing real time transportation data, TrAMS provides the capture of accurate database information necessary for ITV. TrAMS will interface with DOD databases such as the Transportation Coordinator’s Automated Information for Movement System II and provide the capability to update the Joint Operation Planning and Execution

System databases in near real-time. TrAMS will reduce loading times, allow for more optimal lift

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asset utilization, and enhance ITV. TrAMS is currently being utilized at Fort Bragg, N.C. and its exportability is being examined at other locations.

### **Force Protection**

The attacks on the USS Cole, World Trade Center, and Pentagon have thrust USTRANSCOM's Force Protection Office to the forefront of daily operations. Increasing strategic airlift and sealift requirements necessitates USTRANSCOM assets and personnel to operate frequently in high-risk areas. To meet the demands of sustaining FP during these operations, TCFP was designated as a Directorate effective July 2001. TCFP provides direct support to warfighting CINCs by deploying TCFP staff members to augment assessment teams. This augmentation provides invaluable collaboration between USTRANSCOM and other unified commands. TCFP continues to coordinate support for our components with military services, congressional leadership, and geographic CINCs regarding FP funding or high priority deficiencies.

### **Information System Protection**

Our use of information systems is as far-reaching as our transportation mission, and can be vulnerable to our nation's enemies and hackers. Therefore, our information protection program follows a risk mitigation strategy designed to enhance security. It focuses on capabilities rather than particular products or standards, giving the flexibility to quickly change the security products in use if and when the need arises. TCJ6 is integrating the security infrastructure of USTRANSCOM with the Service Component Commands through the Information Assurance/Information Protection program. IA/IP provides to our Components computer security personnel, advanced security tools, and access to expert engineering guidance and resources, thus improving their security proficiency.

### **Intelligence**

The USTRANSCOM JICTRANS continues to advocate with the national intelligence community for the needs of DTS planners and operators. In 2001, great strides were made in both the production of transportation intelligence and the timely dissemination of finished intelligence data to global users.

Priority emphasis was placed on intelligence support to FP through daily interaction with Command decision-makers. JICTRANS developed and promoted a *Seaport Force Protection Graphic*, using high-resolution images annotated to highlight physical characteristics of interest to FP specialists. This new product is extremely important to the development of viable FP plans in advance of DTS operations.

JICTRANS also completed arrangements in 2001 with the DOD intelligence production community to establish a functional Transportation Intelligence Community of Interest. Continuous TICOI deliberations will focus the intelligence community at large on USTRANSCOM requirements and result in efficient collaboration on transportation intelligence production issues. In what could be the

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most significant development of the past year, JICTRANS created and fielded the Port and Airfield Collaborative Environment—an extremely effective Secret Internet Protocol Router Network tool that greatly enhances user access to a variety of intelligence-related databases. Using Port and Airfield Collaborative Environment, transportation planners and operators worldwide can gain access to sea-port and airfield data, supporting imagery, and transportation facility analysis quickly and easily.

## Transportation Information Technology



Daniel R. Hill analyzes transportation information in the USTRANSCOM Mobility Control Center.

USTRANSCOM needs to provide air, land, and sea transportation that is efficient and effective in both peace and war in order to project forces and their follow-on sustainment. To do so, we must build systems that support these objectives. Planning for and building these systems are done through a partnership between USTRANSCOM and its components. It is based on Enterprise Architecture, and controlled through a very proactive investment control process called the Chief Information Officer Program Review Panel. The CPRP ensures that the command is implementing our Enterprise Architecture, which will provide decision quality transportation and distribution information to those who need it - any time, any place.

## The Enterprise Architecture

One of the best tools for delivering future capability is to use the concept of “Information Architecture” to understand operational processes. Over the past year, numerous efforts to build on and institutionalize our architecture have been completed. In accordance with SECDEF direction, USTRANSCOM used the DOD Architecture Framework and its three core architecture views to document and prescribe our information environment and vision. The first view, or the Operational View, is a description of the tasks, activities, and information needed to accomplish or support a military operation. Our OV documents an information environment that enables us to execute rapid force projection and follow-on sustainment. In addition, it depicts delivery of timely in-transit visibility of personnel and materiel moving through the distribution system, achieved through seamless interfaces with carriers and shippers who automatically push data. The Systems View is a description of the information systems required to achieve the desired operational environment. Over this past year, we have been working hard on building a SV which will provide decision-makers with an understanding of how we must migrate the existing environment to deliver the E2E capability required for future operations. Finally, the Technical View is the minimal set of rules and standards to which any system in the architecture must conform. Emerging standards are continuously evaluated for potential inclusion in annual updates to this view.



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In January 2001, USTRANSCOM published a “To-Be” DTS Enterprise Architecture. This architecture is the “blueprint” of how transporters and information technologists will operate in the future, and it details what information will be necessary to effectively manage operations in an environment that promotes Transportation and Information Superiority. The target environment established in the To-Be DTS EA represents a shift from the system specific, database-centric systems of the DTS today, to a network-centric, knowledge-based enterprise information environment. Commercial, off-the-shelf information technology tools form the foundation of our architecture. Upon that foundation, we are building a set of web-based information management capabilities. These capabilities will provide secure, timely, accurate, reliable, easy to use, global access to transportation, deployment, and distribution information.

Throughout this year, elements of USTRANSCOM and the components worked together to better capture the information, processes, and systems, which are important to the command. Some of the focus areas included improving the Automated Identification Technology information in the various architectural views, understanding the complex relationships between the Command and Control information feeds, and validating new requirements and technical solutions against the architecture. Since the DTS EA provides guidance to be considered in the planning, acquisition, and operation of all systems which produce, use, or exchange electronic information, it is necessarily a living document that continues to evolve as the business of USTRANSCOM evolves. Its guidance ensures that systems are interoperable, and that valuable information can be shared. It facilitates sound investments in future systems and technology, and is designed to assist decision-makers in investing in the right portfolio (family of systems) of capabilities to ensure enhanced global mobility, in-transit visibility of assets, and competitive rates for transportation services. The end result of all of these architecture efforts is an information technology environment, which is a value-added enabler of the DTS. More detailed information about specific efforts in the architecture area is provided in a later section. Additionally, the future focus of architecture efforts will include expanding to address Enterprise Change Management.

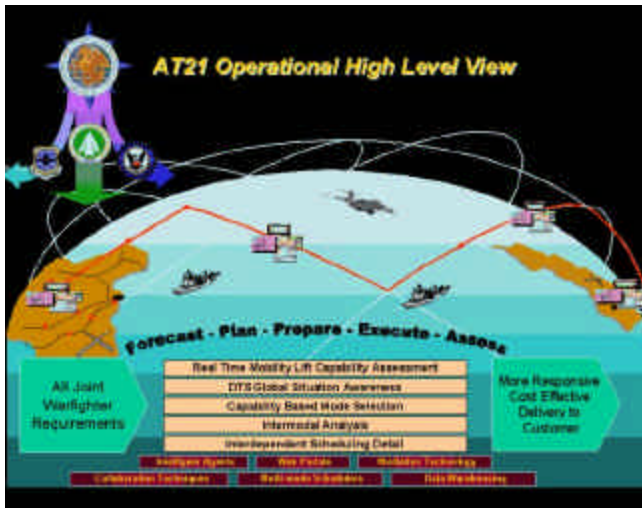
### **Command and Control of the Future Defense Transportation System**

Technological innovation will provide USTRANSCOM with the ability to function as an integrated, yet dispersed staff. Shared maps, interactive briefings, and computer telephony are examples of technology that will allow for group deliberation using situational knowledge depicted on a commonly held transportation common operating picture.

### **Agile Transportation for the 21st Century Advanced Concept Technology Demonstration**

USTRANSCOM is initiating a 4-year Advanced Concept Technology Demonstration commencing in FY02 that will concentrate on enhancing the DTS. The principle of focused logistics states that a rapid air, land and sea transportation system will enable us to reduce response time and lead to a streamlined effective, efficient, and economical logistics system. USTRANSCOM is responsible for worldwide strategic mobility planning (crisis and deliberate); and centralized C2 and decentralized execution of the DTS. The National Military Strategy emphasizes force projection capability and

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strategic mobility as the key to effective force projection. However, USTRANSCOM currently relies on some sub-optimal processes to support mode determination, optimization, and coordination.

The focus of this ACTD will be insertion and transition of key technologies aimed at further enhancing C2 structures, specifically GTN, enabling USTRANSCOM and its components to more efficiently and effectively manage the DTS in response to supported CINC requirements. Main elements will be technologies enabling a virtual DTS data environment and a DTS scheduling

“engine.” The ACTD will look at commercial supply chain scheduling sources and Service programs for potential applications in the scheduling and decision support technology areas. AT21 will also look to specific ACTDs (e.g. PACOM’s CINC21, JFCOM’s Joint Theater Logistics ACTD, etc.) for maturing applications that can be applied against DTS requirements development, collaboration, visualization, and situational awareness.

## Modeling and Simulation Development

USCINCTRANS has defined the need for a single Modeling and Simulation environment of interoperable, collaborative transportation models and execution systems capable of supporting the warfighting CINCs’ decision processes in six key areas: programmatic analysis, deliberate planning, execution analysis, war games, exercises, and peacetime operations. The tools in this single M&S environment must provide an E2E analysis and assessment capability within DOD to support these six key areas. The USTRANSCOM M&S Master Plan provides the overarching guidance and direction toward that single M&S environment. The Analysis of Mobility Platform defines the architecture for that single environment that will dynamically integrate transportation M&S tools by accessing, translating, and integrating information between the systems in a distributed data-sharing environment. Eventually, AMP will link all of the DTS M&S tools through a hybrid architecture that is a combination of the DOD’s High Level Architecture and Intelligent Agents. Once AMP has linked all of these mobility tools, the warfighting CINC will be able to rapidly evaluate courses of action, not only for the employment of decisive force, but also for the assessment of the nation’s capability to deliver those forces to the required location in a timely manner.

## Component Enhancements

### Air Mobility Command

AMC process improvements include Mobility 2000, the continuing transition of the C-141, a continuing study and revamp of Aeromedical Evacuation, and the stand-up and the continuing evolution

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of the Threat Working Group. Additionally, process improvements include an AMC partnership with USCENTCOM and US Air Forces Central Command to establish an Air Mobility Division in the Air Operations Center at Prince Sultan Air Base, Saudi Arabia. AMC personnel traveled to PSAB and streamlined air mobility operations by providing training, writing operating instructions, and establishing processes. The Airlift Coordination Cell was converted to an AMD to align it with current doctrine. The AMD stood up April 2001 manned by AMC personnel, and provides JTF SWA with real-time, 24x7 C2 of mobility assets.

### M2K-Mobility 2000

AMC's Mobility 2000 Integrated Flight Management initiative has attained Initial Operating Capability inside the Tanker Airlift Control Center. The program's modest roots began in July 2000 as an unproven concept with six military flight managers operating integrated workstations. In the past 12 months, a total of 21 GS-series civilian flight managers have been hired. By year's end 17 will be trained and certified. Today, the Mobility 2000 has blossomed into a vibrant program operated with interactive software designed to access a variety of operational systems supporting AMC's aircrew and aircraft. Eventually, 100 civilian flight managers will operate the program as M2K continues its growth toward the goal of flight following all of AMC's missions. Since September 2001 they have dispatched and supported both European and Pacific channel missions, tanker missions, and Air National Guard aircraft performing AMC missions and contingency missions. The flight managers already assigned, plus an expected 24 additional new hires (for FY02) will continue training, expanding to new mission sets, and refining their processes throughout the next year. Leveraging the Global Air Traffic Management and other modifications to mobility aircraft, M2K will provide the command a near-real time, global, digital data link between AMC aircraft, TACC flight managers, and Air Components governed by the FAA. This enterprise integration effort will increase the visibility of aircraft, aircrew, and the resources they carry from the beginning to the end of their mission. M2Ks primary goal is to reduce crew task-saturation and increase mission productivity; AMC will see improvements in throughput, mission planning, and aircrew support. Work is also progressing to build a system of "seamless planning and execution" that will integrate the flight planning skills of existing mission managers with those of the flight managers. This will provide AMC with a full spectrum of air mobility planning, execution, and management. The initiative leverages new technologies in communications and information systems to significantly enhance the ability of AMC to plan, schedule, task, and execute America's mobility forces worldwide. It is AMC's comprehensive effort to integrate and modernize all that touch AMC Command and Control so processes are seamless from requirements to delivery for the warfighter and other users. Making effective use of Global Air Traffic Management and Aircraft Communications Addressing and Reporting System, M2K will allow military aircraft access to airspace formerly accessible to only commercial aircraft equipped to navigate through a reduced separation routing. The end effect will be the ability for AMC's pilots to work with the flight managers in selecting routes, speeds, and altitudes—this amounts to a shift from air traffic "control" to air traffic "management".

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AMC has partnered with the Aerospace Command, Control, Intelligence, Surveillance and reconnaissance Center; the Air Force Research Lab; and Delta Air Lines to exploit every avenue of communications capabilities. Through their combined efforts, near-real time global connectivity with AMC aircraft and automated reporting to the TACC is becoming a reality. In concert with planned GATM modifications, M2Ks Integrated Flight Management procedures will provide global connectivity using standardized dispatch-type Airline Operations Center message schemes (OOOI-Out, Off, On, In). These schemes will be militarized with additional message sets for air mobility specific activities (i.e., air refueling, air drop events). ACARS uses 26 tailored, standardized message sets to give AMC flight managers powerful capability to select and manage routes, speeds, altitudes, and payloads to best support air mobility operations. A new radio services contract was signed with Aeronautical Radio Inc., to provide more effective communications between the aircrew and the TACC through their Global Link System. Currently, automated arrival, departure, and position reports from AMC mobility aircraft are being reported to the TACC via L-Band SATCOM interfaced to AMC's Global Decision Support System.

AMC is building a series of process and data integrity roadmaps under the M2K umbrella to expand the capabilities of the original concept. The new M2K vision: Seamless Processes and Systems with Unlimited Connectivity, highlights the direction AMC will take as it builds upon the Integrated Flight Management IOC. In the next year, project directors will continue their coordination with the European and Pacific Air Mobility Operational Control Centers for increasing their ability to use the IFM functionality for their intra-theater mission planning and execution. Similarly, collaboration between AMC, the ANG, and AFRC will seek to define how M2K may benefit their flight operations. M2K plans also call for increased linkages between AMC and USAFE concerning European air traffic slot and airspace management. The existing agreement with Delta Air Line's Frankfurt Flight Control for improved slot management and coordination with EuroControl has proven valuable in preventing mission delays in theater. Work is also underway to improve the data integrity/consistency of information flowing between AMC's major C2 systems. AMC/SC is building a data integrity roadmap that will make "the right data available, anywhere, anytime." Additionally, AMC signed an agreement with USTRANSCOM's Joint Transportation Corporate Information Management Center to execute a Velocity Initiative business process improvement study that will evaluate aircraft ground time processes. The goal will be to reduce mission ground times at every opportunity.

The Integrated Management Tool software has undergone several revisions since first installed in the TACC in July 2001. The tool provides the linkages to the FAA's Air Traffic Management system, EuroControl's Central Flow Management Unit, and other C2 systems that allow the flight managers to file flight plans and deliver a set of departure papers to waiting aircrew. Enhanced weather updates, planned cargo and passenger payloads, and NOTAMS improvements are just a few of the latest additions to the application. One of the keys to M2K's success has proven to be its field advocates. Individuals at each CONUS and en route location have been identified to help local command post, base operations, aerial port, aircrew and maintenance personnel understand the Integrated Flight Management concept.

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### The C-141 Starlifter - Training in Transition

As older models of the venerable C-141B Starlifter retire, a transfer of training responsibilities is taking place. The C-141 “school house” operated by the Air Education and Training Command closed down on July 30, 2001, ending over three decades of “Starlifter” training at Altus AFB, Okla. The C-141C, updated with a state-of-the-art glass cockpit, will continue to be operated by the AFRC. Training will continue at a new Field Training Unit that is being established at Wright-Patterson AFB, Ohio, and operated by the 445<sup>th</sup> Airlift Wing, for both AFRC and ANG aircrews in the full range of C-141C flight operations.

On Sept. 5, 2001, L-3 Communications, Link Simulation and Training Division was awarded a contract to provide training, support, and management for the C-141C Total Training System at Wright-Patterson AFB. Under the agreement, the Air Force will exercise 10 one-year options that will increase the program to approximately \$67 million in value. Approximately 2,500 Air Reserve Component aircrew and maintenance personnel are projected to rotate annually through the training system, at six military bases in the United States. C-141 pilots, navigators, flight engineers, and loadmasters will receive initial qualification, upgrade, and continuation training from Link personnel. In addition, C-141 maintenance personnel will be able to perform both operational checkouts and troubleshooting on simulated aircraft subsystems.

### Aeromedical Evacuation - the Road Ahead

AE 2000 evolved into 2001...the year of modernization and integration within the aeromedical



evacuation community. Several major initiatives have been completed including final doctrinal documents, a universal AE crew checklist focused on the use of multi-mobility aircraft, and the integration of MAJCOM AE management functions into AMC planning and operations. Ongoing initiatives included: equipment modernization, registration of newly reengineered unit type codes, enhanced training initiatives, and identification of AE interface and requirements for Homeland Defense and support for the National Disaster Medical System.

Medical personnel assigned to Ramstein Air Base, Germany prepare an injured sailor from the USS Cole to be removed from the C-9 Nightingale aircraft to an awaiting ambulance. The sailor was transported to the Landstuhl Regional Medical Center for further treatment. The USS Cole was bombed while in the Yemen Port City of Aden. Official photo by TSgt Jerry King, Ramstein Air Base, Germany.

Key to the reengineering of AE as a specific medical airlift mission is the capability to support patients on any appropriate airlift platform in order to fully capitalize on the use of current organic aircraft. Efforts continued in the development of light, modularized, and independently operable AE equipment and designing an adaptable, multi-airframe capable, palletized litter/seat system.



## **Global Transportation - The Future**

With AE evolving to a balanced focus on movement of stabilized and stable patients, in peacetime and in war, definitive steps were taken to ensure an AE system able to support the entire spectrum of AE requirements from peacetime/steady-state to the full-scale casualty flow.

AE Readiness and Plans continued the evolution of AE throughout the year. AE UTCs were further reengineered in a light, lean, building-block approach based on changes in casualty stream requirements, expected patient needs, and new philosophies. These incrementalized UTCs provide a smaller footprint to rapidly respond to the needs of all AE customers, including special operation forces, and interfaces with the Air Force Medical Service UTC building-block concept. The mobile “plug-in/pull-out” UTC packages have significantly reduced deployment airlift requirements. Tested during Pacific Warrior, in February 2001 initial increments of the expeditionary mobile aeromedical staging facility and AE Control Team were seen as effective but needed slight modification in size. Suggestions from Pacific Warrior were incorporated into the UTCs and were to be tested in mini-exercises to “fine-tune” the new leaner UTCs. The Form, Fit, Function exercise planned to test the new UTCs was cancelled after the September 2001 terrorist attacks, but AE deployed in support of Operation Enduring Freedom under the new UTC/doctrinal concept. These UTCs were strategically placed in forward deployed locations and efficiently transported patients from the fight. The use of retrograde airlift and continuous crew reconstitution from rear locations ensured AE was always available to the Forward Operating Location. The UTCs will be officially registered after the December 2001 requirements drill.

Success is never far away in the AE community as seen when the medical crew from the 86th AE Squadron and the flight crew from the 75th Airlift Squadron, both from Ramstein Air Base, Germany, were selected, in November 2001 as the 2000 MacKay Trophy winners. This was the first time an AE crew ever received this award. They were awarded this honor for the aeromedical evacuation of 28 sailors injured in the terrorist attack on the USS Cole in October 2000. The National Aeronautic Association presents the MacKay Trophy annually to the Air Force person, crew, or organization that made the most meritorious flight of the year. 2001 has set the stage for the AE system of the future to be light, lean, modern and totally integrated into the airlift process, capable of supporting our warfighting expeditionary forces, in peacetime and in war, in a relevant and reliable manner well into the 21st Century.

### **Threat Working Group - Operational Risk Management in Action**

AMC flies its wartime mission every day, facing unique threats at many operating locations worldwide. These threats include traditional military, terrorist, criminal, medical, and foreign collection efforts, to name a few. Identifying these threats and finding ways to reduce the potential harm to AMC personnel and assets are critical. The nationally recognized TWG is AMC’s focal point for this effort. The strength of the TWG lies in combining the diverse expertise of intelligence, counterterrorism, counterintelligence, security forces, medical personnel, and operational tactics experts into a cohesive team using ORM principles for mission accomplishment. In 2001, this combined effort enabled the TWG to review an average of 150 upcoming missions into more than 80 countries on a daily basis.

## **Global Transportation - The Future**

The activities of the TWG were catapulted into DOD-wide prominence following the attack on the USS Cole. The Gehman commission investigating the attack highlighted the AMC process as a solid approach to FP. In February, the Chairman of the Joint Chiefs of Staff stated that the AMC approach was a model for inter-theater transportation for other services.

The TWG process allows our personnel to operate effectively and safely into a wide range of threat environments. Through the year 2001 and beyond, the timely threat analysis and force protection recommendations provided by the TWG remain a bedrock force protection tool for AMC.

### **Military Traffic Management Command**

MTMC continues to look toward the future, improving what is already outstanding support of its customer. For example, MTMC's Transportation Engineering Agency has completed the first phase of its new Intelligent Road/Rail Information System. The web site, still in development, uses state-of-the-art transportation and information system technologies to provide the warfighter with transportation infrastructure data and real-time travel information, making it easier for warfighters to deploy. This system allows military and government personnel to log into a single web site to obtain information about road conditions, construction, accidents, and weather that might interfere with movement of equipment between forts and ports. The infrastructure information includes: road characteristics, bridge locations, attribute data, video-logs and aerial photo/satellite imagery. Also, when available, the system provides real-time travel information on congestion, weather, traffic cameras, road closures, and construction detours. The system links with Geographic Information System technology to store and retrieve information about U.S. highways, bridges, traffic, military installations and seaports. It includes such databases as Strategic Seaports, military installations, the National Highway Planning Network, National Bridge Inventory, and the National Railway Network.

### **MTMC System Enhancements**

The face of automation in MTMC may undergo a dramatic change in the near future. MTMC automation transportation systems will be reviewed to determine if replacements can be made with existing commercial software systems. Most major MTMC automated systems are under review, to include: Integrated Booking System, Global Freight Management, Worldwide Port System, Transportation Operational Personal Property Standard System, Asset Management System, and Group Operational Passenger System. The Director, Deputy Chief of Staff of Information Management, stated that MTMC has developed stove-piped systems to fit separate transportation business processes and believes that technology should be leveraged to keep pace with business partners. To correct this situation, a review group consisting of MTMC functional and technical staff and consultants from the Logistics Management Institute was established. They intend to look into their business practices and see if they can find the 75-80 percent solution to this challenge. Key to these new systems is they must comply with U.S. Transportation Command's Corporate Data Environment, and the Department of Defense Joint Technical Architecture. Ultimately, the goal is to have all MTMC customers and industry partners access MTMC transportation services via the web through a single internet portal.

## **Global Transportation - The Future**

### **Transforming Global Mobility...and Distribution**

USTRANSCOM is continuously improving readiness and modernization/process improvements to meet the future challenges of global mobility in peace and war. We are devoted to meeting the mission requirements and challenges of our customers. USTRANSCOM will continue to reach out to listen and learn more about customer plans and capabilities in order to launch new services at the moment they are needed. We will also continue to keep abreast of changes in the commercial marketplace to leverage industry capabilities and adopt new ideas as well.

## Fiscal Year 2001 Exercises, Operations, and Contingencies

# Operations and Contingencies FY01 Timeline



## Fiscal Year 2001 Exercises, Operations, and Contingencies



U.S. Marines after off loading 48 Humvees at Rockhampton, Australia, for Exercise Tandem Thrust 2001 on April 30, 2001. DOD photo by SSgt Jeremy T. Lock, U.S. Air Force.

Petty Officer 3rd Class Victor Guerro, deployed as part of Beachmaster Unit 1, Detachment WESTPAC, watches as a 5 ton truck is backed onto a Landing Craft Utility as the 31st Marine Expeditionary Unit back-loads during Exercise Tandem Thrust 2001 May 25, 2001, at Shoalwater Bay Training Area, Queensland, Australia. DOD photo by SGT John Giles, U.S. Marine Corps.



## Operations: Between and During Crises

Operations in FY01 were marked indelibly by deadly terrorist attacks at the start and near the end of the period. On Oct. 12, 2000, a suicide bomber in a small boat blew a large hole in the USS COLE and a Crisis Response Cell directed transportation requirements to AMC and MSC as USTRANSCOM began supporting Operation Determined Response. On Sept. 11, 2001, 19 terrorists hijacked four commercial airliners. Two were crashed into the World Trade Center in New York City, one into the Pentagon in Arlington, Va. and the fourth crashed in Pennsylvania, missing its designated target when passengers rebelled after learning via cell phones of the other attacks. In response to the attack, USTRANSCOM convened the Crisis Action Team to manage the defense transportation response to a larger catastrophe at home. This DOD operation was nicknamed Noble Eagle. Soon, a second operation, ultimately called Enduring Freedom, also began.

These striking contingencies embodied only the most prominent part of USTRANSCOM's operations in FY01. Many less spectacular but important actions reflected the scope and diversity of USTRANSCOM operations. For most of the fiscal year, command operators planned and tracked movements to and from exercises and regional peacekeeping missions.



## Fiscal Year 2001 Exercises, Operations, and Contingencies

### Recurring Operations: Exercises

Week in and week out, the task of supporting 197 scheduled Joint Staff exercises in FY01 continued as the most frequently recurring reality of USTRANSCOM operations. Exercises ranged from small deployments and redeployments using one or two aircraft or small vessels to large movements dependent upon scores of aircraft and large sealift ships. During FY01 USTRANSCOM's Joint Operations Division focused on providing support to approximately 85 exercises before the sudden events of Sept. 11 interrupted "business as usual." Exercises taken as a whole, amounted to a huge total commitment that involved the transportation of just over 78,650 passengers and 20,550 S/Ts via airlift and the sealift of over 2.765 million square feet of cargo on at least 74 vessels.

USPACOM's May 2001 exercise Team Challenge saw AMC and MSC spanning the Pacific to deploy and redeploy a total of 18,000 passengers on 97 airlift missions and 725,000 square feet of cargo on 14 ships. In an era of limited organic airlift, 56 commercial charter missions supplemented 41 Air Force missions. Sealift was just as important. After the exercise was over, MCC briefers pointed out that the cargo on two ships used for Team Challenge would have taken 240 C-5 missions to move by air. Most importantly, Team Challenge's three simultaneous training events (Balikatan in the Philippines, Cobra Gold in Thailand, and Tandem Thrust in Australia) furthered an important national objective. As stated by Admiral Dennis C. Blair, USCINCPAC, the exercises sought to increase the ability of Pacific nations to conduct regional security operations effectively. This goal was hardly abstract given the 1999 example of Australia's successful leadership of the initial peace-keeping force in East Timor.

USTRANSCOM sponsored command post exercises Turbo Challenge 2001 and Ultimate Caduceus 2001 conducted during April 16-26, 2001. These exercises were designed to provide collective joint training for the USTRANSCOM and Transportation Component Commands' staffs with challenging activities, while observing and assessing their effectiveness in meeting Joint Mission Essential Tasks. TCH01/UC01 focused on five major objectives:



Lighterage offloads during TC/CJLOTS 01 near Chilpo Beach, Republic of Korea.

1. Analyze and expand the DTS. Past exercises assumed the process of expanding the DTS (through activating the CRAF, applying VISA, and calling up and mobilizing Reserve forces) had been accomplished prior to starting the exercise. This year exercise planners discarded those assumptions and required the training audience to work the processes necessary to activate commercial assets and reserve forces.
2. Assess threats to the DTS. TCH01/UC01 participants analyzed the threats that U.S. and allied forces would encounter during attacks on critical DTS infrastructure at locations in CONUS and overseas.

## Fiscal Year 2001 Exercises, Operations, and Contingencies



MV MAERSK ALASKA offloads containers onto Logistics Support Vessel during TC/CJLOTS 01 on Chilpo Beach, Republic of Korea.

3. Provide In-Transit Visibility. USTRANSCOM is charged with providing in-transit visibility over strategic lift missions from multiple communications systems that generate transportation data. During the exercises, USTRANSCOM received transportation data from military and civilian sources. This data, aggregated and distributed by the Global Transportation Network, provided near real time visibility of transportation assets to various exercise participants.

4. Provide global patient movements. Combining the two exercises for the first time highlighted the need for all players to understand the processes and the close coordination required between all organizations involved in the patient movement process.

5. Exercise interfaces between commands. Operating with changing or “dynamic” Time-Phased Force Deployment Data had been the talk of exercise planners for several years; however, this “real world” practice never had been tested. For the first time, participants worked with “real time” sourcing, validation, scheduling, rescheduling, diversion, and attrition data in simulating an actual deployment.

TCH01/UC01 participants optimized the Joint Universal Lessons Learned System. During the exercise, 213 observations were noted and 102 individual lessons learned were submitted during the post-exercise (after action) evaluation phase. This information was forwarded to the appropriate agencies to fix problem areas, establish training objectives, and prepare for future exercises.

### JLOTS Exercise

The United States-Republic of Korea Joint Logistics Over-the-Shore exercise held immediately after Team Challenge tested USTRANSCOM operators in an unexpected way. On May 21, 2001, the CAPE MOHICAN, participating in preparations for the U.S.-ROK JLOTS exercise, ran aground in 35-40 mile per hour winds on sand and rocks near Chilpo Beach, near Pohang, Republic of Korea. The MOHICAN carried significant JLOTS cargo including 22 non-powered causeways and three powered causeways, six side-loadable warping tugs and four LCM-8 boats. While the MOHICAN did not sink, sustain a fuel leak and no crewmember was injured, the ship could not continue due to significant damage to her hull and tanks. After two days of effort, the Korean salvage tugs refloated the MOHICAN and the damaged ship limped off for repairs. USTRANSCOM and MSC devised a plan to replace the MOHICAN with the USNS MENDONCA. Despite the loss of the MOHICAN, the JLOTS training event went on as planned. Three ships, the MV MAERSK ALASKA, SS FLICKERTAIL STATE and the MENDONCA returned the MOHICAN’s cargo to the CONUS in the first half of July. At a total cost of \$1.9 million and delaying the return of 55 key personnel for eight days, USTRANSCOM and MSC surmounted what, before September 2001, seemed one of the major challenges of the year.

## **Fiscal Year 2001 Exercises, Operations, and Contingencies**

USTRANSCOM sponsored the FY01 Combined/Joint Logistics Over-the-Shore exercise from June 1-5, 2001, a combined liquid/dry cargo discharge over the beach at Chilpo Beach, ROK. Over 1,400 service members from the U.S. Army, Navy, Marines and ROK forces participated in the first major bare beach delivery of military equipment in Korea since the Inchon landing. The JLOTS Joint Task Force, commanded by 143rd TRANSCOM (RC), conducted the ship-to-shore discharge of 275 containers and 3.5 million gallons of simulated fuel (fresh water). It was a successful demonstration of DOD's ability to offload equipment, supplies, and fuel in-stream when seaports are unavailable, inadequate, or damaged. Tactical systems employed included the U.S. Navy Elevated Causeway System, the Inland Petroleum Distribution System, and the U.S. Army Modular Causeway System. The watercraft employed included ROK LCM-6s, and U.S. Army Logistics Support Vessel, U.S. Navy LCU-1600s, and causeway ferries. The strategic sealift vessels supporting C/JLOTS 01 were the Sea Barge carrier SS CAPE MOHICAN, the auxiliary crane ship SS FLICKERTAIL STATE, the Offshore Petroleum Discharge System tanker SS CHESAPEAKE, and the commercial containership MV MAERSK ALASKA. These vessels were under the operational command of MSC during the exercise. MSC and MTMC both deployed their mobile command vans to assist in carrying out their wartime missions. MTMC was the single port manager for this operation. JLOTS 02 was linked to Turbo Cads 02 with the munitions containers providing cargo simulating "humanitarian relief." This was the largest and most complex JLOTS exercise conducted since 1993 and provided critical training to JLOTS operating forces. Overall, C/JLOTS 01 demonstrated our ability to deploy JLOTS forces, conduct in-stream operations and provide humanitarian relief assistance in cooperation with host nation forces.

### **Turbo Containerized Ammunition Distribution System**

Turbo CADS is a CINCTRANS-sponsored, JCS exercise conducted annually to exercise CADS capability from CONUS munitions depots to ammunition storage locations in theater. The exercise is designed to increase our ability to move containerized munitions during wartime and leverage the container movement capabilities of commercial industry. Turbo CADS 2001 was conducted April through August 2001 and supported U.S. Forces, Korea in moving all intratheater and retrograde munitions requirements. Almost 500 twenty foot containers moved out of 8 CONUS depots to the seaport of embarkation at Indian Island, Wash., to exercise the new gantry crane and an intermodal transfer facility (rail-truck) at Bangor, Wash., and validate required throughput capabilities at each facility. This exercise marked the first successful delivery of containerized munitions over a bare-beach in recent years, and validated the wartime throughput capabilities of major ammunition ports. Additionally, the new gantry cranes at MOTCO were used for the first time and some of the offload was done directly to railcars for onward movement into the CONUS depot system.

### **Exercise Cobra Gold**

The Contingency Operations Branch also supported deployment of the Theater Deployable Communications/Integrated Communications Access Package systems. The communications flight of the 615th Air Mobility Operations Squadron, Travis AFB, Calif., was deployed to the port of Chuk Sa Met, Thailand for 61 days in support of Exercise Cobra Gold 2001. This deployment was an excellent test for AMC and the TDC/ICAP system. The 615th provided Portside Communications

## **Fiscal Year 2001 Exercises, Operations, and Contingencies**

Support to MSC and MTMC and provided In-transit Visibility data into the Global Transportation Network. The site became the backup communications facility for the majority of forces within a 3-hour radius. The 615th also became the Morale, Welfare, and Recreation “Internet Café” where troops would come to check e-mail and make telephone calls homes. It was estimated that they provided services to over 1,000 personnel through the duration of the exercise. This exercise was a terrific success that proved the importance of joint operations and the synergy that can be created when units from each of the services work together.

### **Recurring Operations: Force Rotations**

Along with exercises, rotating U.S. contingents of coalition peacekeeping forces containing Saddam Hussein’s Iraq, and North Atlantic Treaty Organization peacekeeping forces enforcing the 1999 Dayton Peace Accords in Bosnia and the 1999 forced Serb withdrawal from Kosovo formed a second pillar of USTRANSCOM operations in FY01. Taken together, USTRANSCOM completed at least 112 force movements during the period with about 780 airlift missions and 50 sealift voyages. All this activity involved deployments and redeployments of 82,600 passengers along with 12,300 S/Ts and approximately 552,500 square feet of cargo. Moving troops depended largely on 339 commercial airlift missions while organic military aircraft and sealift concentrated on carrying support equipment to and from Southwest Asia and Southern Europe. These umbrella statistics were not the daily frame of reference for USTRANSCOM operators who considered each movement and each of the four force rotations in its own terms.

### **KFOR and SFOR Peacekeeping**

Operation Joint Guardian, the U.S. name for the multilateral force charged with enforcing peace in Kosovo (also called KFOR), entered its third year in the summer of 2001 amid circumstances of hope and danger. In early October 2000, the forced resignation of the aggressive Yugoslav President Slobodan Milosevic and the election of his moderate replacement Vojislav Kostunica changed Yugoslavia’s posture toward NATO from hostility to grudging cooperation. This transformation was demonstrated in late June 2001 when Serbia handed Milosevic over to the U.N. War Crimes Tribunal in the Hague after the U.S. and its Western allies made that step a prerequisite for Yugoslavia receiving badly needed economic aid. Another turnabout happened when KFOR welcomed the stationing of Yugoslav troops close to the Kosovo border to help contain raids by militant Kosovar Albanians into Macedonia and ethnically Albanian areas of Serbia. Violent incidents between disaffected Albanian Macedonians and Macedonian forces inside Macedonia escalated into sustained fighting that approached civil war before an internal peace agreement was reached late in the summer of 2001. With a cease-fire in force, at the end of the fiscal year a NATO force had deployed to Macedonia to collect weapons from Albanian Macedonian rebels.

USTRANSCOM’s support of KFOR continued to be extensive but also ultimately dependent on commercial airlift and sealift. Roughly two-thirds of all airlift missions for Joint Guardian were flown by commercial charter aircraft. Airlift for KFOR brought approximately 20,600 passengers and 793 S/Ts to and from duty in the autonomous Yugoslav province. Thirty-four ships sustained and redeployed KFOR units with almost 349,000 square feet, 480 pieces, and 56 TEUs of cargo.



### **Fiscal Year 2001 Exercises, Operations, and Contingencies**

Importantly to note in this effort is both MSC and MTMC port managers executed a major adjustment when they opened a new port at USEUCOM's request. In late February, two chartered ships embarked from Bourgas, Bulgaria, a port on the Black Sea, to redeploy 53,000 square feet of KFOR cargo. This successful experiment persuaded USEUCOM planners to make Bourgas the seaport of debarkation for a Joint Guardian deployment. Consequently, between April 30 and May 21, four more vessels chartered by MSC brought 151,000 square feet of cargo to Bourgas as part of the deployment of KFOR 3A. MTMC participants explained the significance of this new development. According to the Commander, MTMC's Task Force Bourgas, USEUCOM planners were attracted by the developed port infrastructure at Bourgas and an inland transportation network plus "significant force protection advantages" in scheduling a major deployment through the Bulgarian port. For USEUCOM, access to Bourgas opened up what a MTMC company commander described as, "another viable option for moving large volumes of equipment and supplies into the Balkans."

Airlift and sealift missions for Joint Forge, the U.S. component of NATO's Stabilization Force in Bosnia, amounted to a smaller older cousin of KFOR. Seventy percent of all airlift missions for SFOR in FY01 were commercial charters. Overall airlift brought just over 17,800 passengers and 676 S/Ts to and from peacekeeping service in Bosnia. Fifteen voyages moved 190,550 square feet and 169 pieces of cargo. A major center of conflict in the early and mid-1990s, Bosnia enjoyed relative peace in FY01 as the SFOR mission continued.

#### **Northern Watch and Southern Watch Peacekeeping**

An even older peacekeeping mission, maintaining the "no fly" zones imposed over Northern and Southern Iraq since the end of the 1991 Gulf War, entered its second decade in 2001. Keeping Iraqi aircraft out of these skies depended on daily air patrols flown by allied fighter crews week in and week out. These patrols encountered enough Iraqi opposition to provoke repeated attacks by allied aircraft on targets in the "no-fly zones" in the summer of 2001. Deployments and redeployments for Operations Northern Watch and Southern Watch included aircraft and an array of support personnel all of which rotated into and out of Southern Europe and Southwest Asia regularly by air. In FY01, AMC completed 14 deployment/redeployment rotations for Northern Watch and 35 rotations for Southern Watch. AMC also flew 14 deployment and nine redeployment operations in support of Southern Watch. Airlift passenger movements for the two operations came to just more than 37,650 for Southern Watch and 6,500 for Northern Watch. In tonnage, airlift for Southern Watch also dwarfed Northern Watch with 7,950 S/Ts versus only 2,870 for Northern Watch. Approximately one-third of all airlift missions for Southern Watch were flown by commercial charter versus 15 percent for Northern Watch. During the fiscal year, one vessel carried 13,000 square feet of cargo for Southern Watch. The predominance of organic military airlift for Northern and Southern Watches, in contrast to KFOR and SFOR, was consistent with the relatively intense nature of USEUCOM and USCENTCOM peacekeeping missions over Iraq.



## **Fiscal Year 2001 Exercises, Operations, and Contingencies**

### **Deconfliction of Lift Requirements for Recurring Operations/Long-Term Contracts for Commercial Airlift**

Between September 2000 and April 2001, USTRANSCOM won the cooperation of the other CINCs and the Joint Staff to improve the reliability of strategic lift for exercises and force rotations. In March and again from August through Sept. 15, 2000, overlapping force rotations, several large exercises staged simultaneously in several theaters, and presidential travel overseas coincided to create surges in demand for airlift. With demand for airlift at a premium, a high number of channel airlift missions were delayed even though AMC devoted 16 organic aircraft to moving passengers in August-September 2000. In a Sept. 7, 2000 briefing at a CINCs' conference, CINCTrans pointed out that this saturation of demands could be reduced by cooperative versus ad hoc scheduling of predictable requirements. Defining these needs months in advance would also increase USTRANSCOM's ability to guarantee charter commercial airlift at favorable rates. With the Joint Staff's support, a joint scheduling conference held in December 2000 confirmed the positive reaction to the CINCTrans initiative. In March 2001, USTRANSCOM was able to obtain contracts for commercial airlift for summer 2001 exercises.

The next month, USTRANSCOM published procedures for the long-term contracting of commercial lift which included a series of joint conferences to reconcile otherwise conflicting requirements for transportation to and from Joint Staff exercises and force rotations. These procedures also defined the maximum numbers of airlift aircraft normally available for rotations and assigned varying lengths of time for Air Expeditionary Force, SFOR, and KFOR rotations to prevent two or more large rotations from running simultaneously. By summer, progress was noticeable. These arrangements enabled USTRANSCOM to set (and often meet) a new goal of delivering passengers "as scheduled" (on the same day as promised) as well as "on time" (during a three day window between the earliest arrival date and latest arrival date). Cooperation by the regional unified commands reduced the previous summer peak period scheduling problems for USTRANSCOM exercise planners. One command greatly reduced the number of exercises it held in July-September 2001 versus the same quarter in 2000. Another command moved a large exercise conducted in the summer of 2000 to an earlier time in 2001 where it was no longer scheduled "on the heels" of another large summer exercise. A year after the CINCTrans's briefing, a cooperative approach to managing airlift for recurring operations had improved the situation.

### **Contingencies**

#### **USS COLE and Operation Determined Response**

In the fall of 2000, the U.S. suffered a significant human loss from a terrorist bombing in Southwest Asia for the third time since 1995. At 1215 local time (0515 Eastern Daylight Time) on Oct. 12, the USS COLE, an Arleigh Burke class guided missile destroyer with a crew of 300, was rocked by an explosion. According to witnesses, the blast happened when a small harbor boat helping COLE dock at a refueling platform in the port of Aden, Yemen pulled alongside the ship and blew up in an apparent suicide attack. The bomb left the COLE disabled with a hole 40 feet high and

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40 feet wide in its armored hull. Crew members on the COLE suffered greatly as well, with a final accounting of 17 dead and 39 injured.



USS Cole (DDG 67) is positioned over the deck of the Norwegian heavy transport ship M/V Blue Marlin off the coast of Yemen just prior to being lifted out of the water by the transport ship. Blue Marlin carried the destroyer back to the United States. U.S. Marine Corps photo by Sgt. Don L. Meas.

USTRANSCOM joined USEUCOM and the Navy in supporting USCENTCOM in responding to the COLE tragedy. From Oct. 13 to Nov. 3, AMC completed 21 strategic airlift missions and moved over 700 passengers and 100 S/Ts to further Operation Determined Response. These missions centered on meeting the needs for security, criminal investigation, and medical evacuation as well as returning the bodies of the fallen to their families. To help protect the COLE's remaining crew and enhance security for other U.S. military personnel, AMC airlifted two U.S. Marine Corps Fleet Anti-terrorism Security Teams, and other military security forces into the region. To advance the process of finding the perpetrators, AMC transported FBI investigators. AMC also returned 37 of the 39 wounded COLE survivors to Norfolk Naval Air Station, Va., on Oct. 15-17. Airlift personnel also facilitated the funerals of the 17 COLE crew members killed by the bomb. Three missions returned five, eight and four flag-draped caskets to Dover AFB, Del., on Oct. 14, 20 and 22, respectively.

Helping to salvage the COLE became an immediate and long-term priority for USTRANSCOM, along with the effort to assist in security, investigation, medical evacuation, and repatriation of the dead. An airlift mission on Oct. 14 took a Navy ship repair team to Southwest Asia to assist the stricken destroyer. On Oct. 16, MSC, USTRANSCOM's Navy component command, awarded a \$4.5 million contract to Offshore Heavy Transport of Norway to return the COLE to CONUS for repairs. The Norwegian Motor Vessel BLUE MARLIN, based in Dubai, United Arab Emirates at the time of the COLE bombing, was assigned the mission. A 712 foot long self-propelled, floating dock, the BLUE MARLIN was designed to haul offshore oil rigs and large, heavy cargo not unlike a ship.

Whereas the COLE measured 505 feet long and 66 feet across at its widest point, the BLUE MARLIN's cargo deck was larger at 585 feet long and 138 feet wide. The BLUE MARLIN had proven her worth to MSC in July 2000 when she transported two Navy mine hunters from Corpus Christi, Texas to Bahrain in the Persian Gulf.

Before the COLE could be placed on the BLUE MARLIN, the ship was partially repaired or "patched" with new plates in her damaged hull after millions of gallons of water that had flooded her lower decks were pumped out. On Oct. 29, the COLE left Aden's harbor with the assistance of four Yemeni harbor tugs. The next day, in the Gulf of Aden about 25 miles offshore, the Navy oversaw a 36-hour procedure whereby water was pumped into the BLUE MARLIN's ballast tanks to submerge

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the MARLIN's deck which then slid under the COLE. Tugboats then guided the COLE into position onto blocks on the submerged deck. Once this challenging maneuver was complete, the crew raised the MARLIN and the COLE by pumping water out of the MARLIN's ballast tanks.

Two homecomings symbolized the end of the transportation portion of Determined Response. On Nov. 3, 216 COLE crew members, led by their ship's captain, CDR Kirk Lippold, landed at Norfolk Naval Air Station on a commercial DC-10 chartered by AMC. The sailors enjoyed predictably joyous reunions with their families and friends, including some wounded shipmates. Almost six weeks later, on Dec. 13, the BLUE MARLIN reached the U.S. with the COLE on board.

### **Heightened Concern, Concerted Action: The Operational Impact of the Attack on USS COLE**

The attack on the COLE left a strong imprint on USTRANSCOM operations both shortly after the tragedy and months after the disabled ship had been returned to Mississippi for repairs. Concern about terrorism, already high, became a more concerted part of USTRANSCOM operations. USTRANSCOM senior leadership, from the CINCTRANS on down, wanted to be informed daily about elevated force protection conditions (formerly called "threat conditions" but renamed in 2001 to distinguish the terrorist danger more clearly) in any location to which AMC, MSC, or MTMC personnel and assets might be deployed. While force protection remained a theater command responsibility, USTRANSCOM informed its components and other DOD customers of any significant changes in regional force protection conditions. When a theater command assumed a higher force protection condition, USTRANSCOM reminded that command of the impact that the change could have on strategic lift. If and when force protection condition levels reach the level of a possible imminent attack, USTRANSCOM will establish restricted operations procedures as required.

This sequence unfolded in late June and early July 2001 when warnings of an impending terrorist assault persuaded USCENTCOM to increase force protection conditions. Under these circumstances, AMC altered previous plans to cope with the adverse security situation. AMC transferred cargo and passengers from commercial to military aircraft at Rhein-Main Air Base, Germany to continue the flow of supplies and personnel to two locations where commercial aircraft had been temporarily barred. AMC aircraft subsequently transported 1,194 passengers in 16 C-17 missions from June 22 to July 5.

### **Force Rotations in Africa: Focus Relief I, II, and III**

In October 2000, AMC began what turned into a recurring force rotation related to the desire of the U.S. to support U.N. peacekeeping forces in Sierra Leone by training troops from African nations willing to bolster the U.N. contingent in that strife-torn country. The U.S. initiative, announced in August 2000 on the eve of President Clinton's visit to Nigeria, originally anticipated that U.S. forces would train up to five battalions of Nigerian troops in peacekeeping tactics so they could serve the U.N. in Sierra Leone. In October, this USEUCOM operation, dubbed Focus Relief, moved ahead when six C-5s and one C-141 flew 187 soldiers and 237 S/Ts from the Army's 3rd Special Forces Battalion to Nigeria. There they joined an advance Army team that had deployed via an AMC C-17

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in August 2000. When the Army trainers completed their instruction, they withdrew. In December, six C-5 and one commercial charter airlift missions redeployed 315 passengers and 325 S/Ts just before the year-end holidays. Focus Relief II ensued when the new administration of President George W. Bush renewed the national commitment to continue training African soldiers for peace-keeping operations in Sierra Leone. In May 2001, the Army training program expanded to Ghana and Senegal when five AMC C-5 missions deployed 201 soldiers and 217 S/Ts to the two African nations. The second Focus Relief concluded with the redeployment of 224 passengers and 187 S/Ts on three C-5 missions in August. In September 2001, the deployment of 150 Army passengers and 220 S/Ts via one C-5, two C-17 and four C-141 missions brought Focus Relief training back to Nigeria where it had begun.

### **Moving the Clinton Presidential Papers and Official Gifts**

Another recurring mission for USTRANSCOM, moving the official papers and official gifts of a retiring president, occurred during November-December 2000 and January 2001. Some aspects of the activity were familiar. As in 1988-89 for President Ronald Reagan and in 1992-93 for President George Bush, USTRANSCOM acted as the supported command for the relocation of President Clinton's papers and state gifts to Little Rock, Ark. A complicated endeavor, the movement required close coordination with AMC, the National Archives, the Military District of Washington, as well as with federal and local law enforcement and military forces in Washington and Arkansas. The mission was significant, placing invaluable national records and expensive presents given to the nation under USTRANSCOM's temporary control. Eight moves occurred between Nov. 18, 2000, and Jan. 27, 2001, using 126 trucks and eight C-5 missions to bring 43 passengers and 644 S/Ts from Washington, D.C. to Andrews AFB, Md., and on to Little Rock AFB, Ark., and a secure National Archives warehouse in Little Rock. At the warehouse, the materials were unloaded and systematically shelved for storage until the construction of the Clinton Presidential Library. In the end, USTRANSCOM's final report recommended an optimum sequence of operations for future airlifts of the archives and artifacts of departing Chief Executives. It also suggested that making USJFCOM the supported command for such moves would facilitate obtaining the assistance of Air Force units outside AMC.

### **Contingencies**

#### **A Humanitarian Airlift to India**

A day before the last movement of the Clinton papers in late January 2001 a devastating earthquake struck northwestern India. Ultimately measured at 7.7 on the Richter scale, the quake inflicted massive damage. Reports estimated that anywhere from 11,000 to 35,000 were killed with as many as 62,700 injured and 600,000 made homeless. From Jan. 31 to Feb. 3, 2001, two AMC C-5s and four C-17s transported 155 S/Ts to Ahmadabad, India in a display of endurance and flexibility. Both C-5s left Travis AFB, Calif., with a combined total of 129 S/Ts and flew 16 hours nonstop to Andersen AFB, Guam aided by an aerial refueling from Hawaii Air National Guard KC-135s. At Andersen, each C-5 load was transloaded onto two C-17s and a total of 26 extra S/Ts were added. The transfer was necessary because the Ahmadabad airfield was too small to accommodate the very large C-5. Two C-17s then flew 13 hours from Andersen to Ahmadabad, again sustained by aerial



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U.S. Air Force personnel unload relief supplies destined for earthquake victims in India from a C-5A Galaxy at Andersen Air Force Base, Guam, on Feb. 3, 2001. Tons of relief supplies were flown to Andersen where they were offloaded onto C-17 Globemaster III aircraft for transport to India to aid victims of the January 26th earthquake. DOD photo by Senior Airman Levi Collins, U.S. Air Force.

refueling. They arrived early on Feb. 2. A second cell of two C-17s remained at Andersen for several hours before accomplishing the same passage and arriving early on Feb. 3. The four missions carried a two and a half ton truck, two large forklifts, two 400-gallon water trailers, 10,000 blankets, 1,500 sleeping bags, and 92 tents able to shelter about 50 people each. These AMC missions came between two relief flights to New Delhi by private B-747s chartered by the State Department's Office of Foreign Disaster Assistance.

### Assisting After a Series of Tragic Accidents

Following the Indian earthquake, the U.S. Navy and Air Force endured four tragic accidents over two months. In each instance, USTRANSCOM and AMC deployed equipment, evacuated the wounded, and returned the dead. An AMC C-5 from Travis flew 15 passengers and 73 S/Ts from California to Hickam AFB, Hawaii following the Feb. 9 collision between the submarine USS GREENVILLE and the Japanese fishing vessel, the EHIME MARU. AMC's airlift mission deployed personnel and equipment in support of potential Navy operations that did not occur. The second deadly mishap occurred on March 12 when a Navy pilot flying a F/A-18 Hornet over a bombing range in Kuwait released a 500 pound live bomb too close to friendly forces. The resulting explosion killed five U.S. military personnel and one officer from New Zealand. Five other Americans were injured in the blast, three of which were hospitalized. USTRANSCOM and AMC responded with two round robin C-17 missions between Kuwait and Germany that brought an additional aeromedical evacuation crew and five stress management counselors to the scene and evacuated three wounded to Ramstein Air Base. Another C-17 mission moved the six human remains to Ramstein. A long C-17 mission, supported by aerial refueling, brought the body of Maj John McNutt from Ramstein across the Atlantic to McChord AFB, Wash., and then across the Eastern Pacific to Christchurch, New Zealand for burial. Official military escorts from the U.S. and New Zealand and an honor guard from McChord accompanied the remains of Maj McNutt.

Two other deadly accidents soon followed. A C-17 mission from Ramstein to Dover AFB, Del. in early April repatriated the remains of two USAF pilots killed in late March when their F-15C aircraft crashed after a training mission over Northern Scotland. Also in early April, seven U.S. military personnel and nine Vietnamese died in the crash of a Vietnamese, Russian built, MI-17 helicopter. The disaster claimed the members of the joint team while preparing to conduct a quarterly operation to find and return the remains of U.S. military personnel still unaccounted for from the Vietnam War. A C-17 crew from McChord AFB, Wash., flew to Hanoi, Vietnam from Andersen AFB, Guam and returned the honored dead to Hickam AFB, Hawaii with a stop at Andersen.



## **Fiscal Year 2001 Exercises, Operations, and Contingencies**

### **The Navy EP-3 Crew and Operation Proud Return**

These disasters created a shared sadness in contrast to the tension and controversy evident between the U.S. and China following the emergency landing of a Navy EP-3 aircraft on Hainan Island, China on April 1. The EP-3 landed in China following a collision with a Chinese jet fighter. The Chinese military detained the 24 member Navy crew and their damaged aircraft on Hainan while the government in Beijing blamed the U.S. for the accident and demanded an apology. Chinese officials and the Bush administration quickly reached a public impasse rooted in contrasting perceptions of the events.

While the crisis dominated international news, USTRANSCOM and AMC both prepared to facilitate the crew's return when a settlement emerged. USTRANSCOM worked with the Joint Staff, the State Department, and USPACOM to define what would be required to transport the crew following their release. AMC stationed crews and aircraft in the Pacific and put the crews on alert to be ready to perform the return mission. AMC also chartered Continental Airlines to provide a B-737 with a crew ready to fly to China on three hours notice. Continental was a convenient resource since the airline operated a regional hub out of Guam's Agana International Airport, not far from Andersen AFB, Guam.

When Washington and Beijing reached an agreement for the crew's release, these plans were put into action. The Continental B-737 left Guam for China just before 1240 EDT April 11 and landed at Meilan, China shortly after 1800 EDT April 11. Meilan is a smaller city on Hainan Island whose airport was preferred by the Chinese authorities as the aerial port of embarkation for the departing U.S. crew. While at Meilan, the Continental airliner was refueled and the EP-3 crew came on board. The commercial jet left China at about 2030 EDT April 11 and landed at Guam later that night. After five hours on Guam spent cleaning up, changing clothes, phoning family, and eating a meal, the crew transferred to a C-17 for a seven hour and twenty minute flight to Hickam AFB, Hawaii.

USTRANSCOM's and AMC's role in the return of the EP-3 crew ended at Hickam. After being debriefed on their experience, the crew left Hickam on April 14 and flew to their home base, Whidbey Island Naval Air Station, Wash., in a Navy C-9 aircraft.

Having held a position near the limelight for the EP-3 crew's return, USTRANSCOM also played a small part in the return of the disabled aircraft. Under an agreement reached between the U.S. and China for the partial disassembly of the EP-3 by private contractors and repatriation of the EP-3 aircraft on a leased AN-124 Russian cargo aircraft comparable to a C-5, USPACOM played the lead role for the Defense Department. Lockheed-Martin, the EP-3's manufacturer, won a contract to disassemble the wings and tail of the EP-3. The disassembly took place between June 19 and 28 with supplies brought from Kadena Air Base, Japan on the private Russian AN-124. The AN-124 departed China with the EP-3 fuselage and salvageable parts on July 3. After stops at Manila, Republic of the Philippines and Hickam AFB, Hawaii, the AN-124 flew to Dobbins AFB, Ga., arriving there on July 5.

## **Fiscal Year 2001 Exercises, Operations, and Contingencies**

### **Deploying FEMA Personnel/Equipment to Houston**

As the crisis with China receded, USTRANSCOM and AMC confronted a sudden domestic disaster. On June 10, two AMC missions responded to an urgent, short-notice request to USTRANSCOM by the Federal Emergency Management Agency via the Department of the Army's Directorate of Military Support for the airlift of emergency flood relief equipment to Houston. FEMA's call for help came after approximately three feet of rain from Tropical Storm Allison inflicted widespread flooding in Southern Texas and Louisiana. Allison was particularly hard on Houston with 22 dead and 48,000 homes damaged. Later news reports estimated that damage to the Houston metropolitan area approached \$5 billion. A C-5 from Dover AFB, Del., brought passengers, trucks, and trailers from Pope AFB, N.C., to Houston's Duke Ellington Field. A C-17 from Charleston AFB, S.C., flew to Kirtland AFB, N.M., to upload passengers and relief supplies and delivered them to Houston's Ellington Field. The two missions combined to transport 60 passengers and 41 S/Ts.

### **Deploying Federal Law Enforcement to Vieques II**

As in 2000, USTRANSCOM provided airlift to U.S. Marshals enforcing restricted access to the Vieques Naval Training Area on Vieques Island off the east coast of Puerto Rico. Debate and demonstrations about Navy and Marine use of Vieques continued into the spring of 2001. In April, 180 protestors were arrested for attempting to disrupt exercises on the Vieques training range. Those arrested included several New York City political figures. With another round of exercises set to begin on June 18 and more demonstrations promised, two C-17 missions carried 75 U.S. Marshals and 43 S/Ts of cargo to Puerto Rico. The terms of the debate were altered somewhat on June 14 when the Bush administration announced that all military exercises, shelling and bombing runs on Vieques would end by May 2003. At the end of June and early in July, two C-130 missions redeployed 12 passengers and 16 S/Ts of U.S. Marshal equipment.

### **Operation Deep Freeze: An Enlarged, Continuing Role**

On July 3, 2001, Secretary of Defense Donald H. Rumsfeld designated USTRANSCOM as the supported command for the Defense Department's role in assisting the National Science Foundation continuing research program in Antarctica, Operation Deep Freeze. (Since 1998, the Secretary of the Air Force had been the DOD executive agent for Deep Freeze). The impetus for USTRANSCOM's enhanced oversight role sprang from CINCTrans's conviction that DOD support of Deep Freeze should be managed by a unified command with ultimate authority. The July 3 directive also approved the June 18, 2001 USTRANSCOM concept of operations for ODF, which spelled out command relationships to include the USCG, the ANG and AFRC all of whom played key specialized roles in the operation. The same document laid out a basic sequence of events for supplying the NSF's contingent in Antarctica. Moving toward the 2001-2002 ODF season, the command issued a deployment order on Aug. 16, an execution order on Sept. 6, and a draft operations order on Sept. 30. This guidance was shaped by a series of meetings in 2001 between USTRANSCOM, AMC, NSF and other interested parties. Throughout these consultations, USTRANSCOM and AMC wanted to

## Fiscal Year 2001 Exercises, Operations, and Contingencies



Cargo is off-loaded from a C-141B Starlifter, assigned to the 62nd Airlift Wing, McChord Air Force Base, Wash., while parked on a runway of ice at McMurdo Station, Antarctica. The C-141B and its crew deployed to Christchurch, New Zealand, in support of Operation Deep Freeze. Deep Freeze was a joint military operation of the U.S. Armed Forces and the New Zealand Defense Forces, providing logistic support for the U.S. National Science Foundation's Antarctic Program. U.S. Air Force photo by SRA Richard T. Kaminsky

facilitate oversight of Deep Freeze without inadvertently overturning arrangements that had proven their value over the years.

USTRANSCOM's new lead role in managing Deep Freeze amounted to a revision, not a revolution. The NSF depends on airlift and sealift to sustain its research effort. During the 2000-2001 resupply of the NSF outposts from October 2000 through February 2001, AMC Guard and Reserve crews completed 42 strategic airlift missions to the South Pole. MV GREEN WAVE carried over 16,500 metric tons to the NSF Station at McMurdo Station in February 2001 after successfully navigating an ice channel kept open by the USCG cutter POLAR SEA. In the second half of August, five C-141 missions made winter deliveries to McMurdo as a prelude to the 2001-2002 season beginning in October.

### Deploying Army Bridging Equipment to Greenland

In August, USTRANSCOM supported North American Aerospace Defense Command by facilitating an AMC airlift to help Thule AB, Greenland cope with serious flooding that inundated roads, disabled the fresh water system, and threatened to isolate key support buildings from the flightline. From Aug. 9-13, six C-17 missions delivered Army bridging equipment from Robert Gray AAF, Texas to Thule. In early September, an AMC KC-135 deployed 40 passengers from Robert Gray to Thule to prepare to redeploy the equipment. From Sept. 10-18, six C-17 missions returned 49 passengers and 226 S/Ts from Thule to Robert Gray.

### A Few Deployments to Aid Fire Fighters

In August 2001 as a year before, USTRANSCOM and AMC supported the National Interagency Fire Center in Boise, Idaho in transporting and repositioning firefighters battling wildfires in several western states. Fortunately, the fires in 2001 were much less severe than the blazes of the previous summer. By Aug. 21, 30 fires in seven western states had consumed 500,000 acres compared to 3.5 million acres burned as of August 2000. Accordingly, active duty military participation this time was much smaller. To be sure, in August 2001 National Guard troops were called up in Arizona, California, Montana, Nevada, Oregon, South Dakota, and Washington. On Aug. 17, the NIFC asked for assistance from two battalions or 800 Army troops from Fort Lewis, Wash., only to cut that number in half six days later after weather conditions markedly improved in the Washington fire area. In this situation, the need for strategic airlift remained small. Troops from Fort Lewis, Wash., self-deployed over land to battle fires within the same state. Strategic airlift never exceeded a handful of

## Fiscal Year 2001 Exercises, Operations, and Contingencies

missions. On Aug. 20, a C-17 and a C-130 deployed 11 passengers and eight S/Ts to Hill AFB, Utah. A final AMC mission assisted the movement of firefighters from the Pacific Northwest to California. A C-5 mission on Aug. 24 relocated 62 passengers and 45 S/Ts from Klamath Falls, Ore., to Point Magu, Calif. At that point, the USTRANSCOM role in helping firefighters ended for the year as local and regional forces proved equal to the challenge.

### Massive Terrorism and Operation Noble Eagle

If the Western wildfires of August 2001 turned out to be less severe than in previous years, the Sept. 11, 2001 terrorist attacks on the World Trade Center and the Pentagon suddenly thrust the U.S.



Firefighters battle stubborn fires through the night at the Pentagon on Sept. 11, 2001. The fire was caused when a hijacked American Airlines flight slammed into the building earlier in the day. The terrorist attack caused extensive damage to the west face of the building and followed similar attacks on the twin towers of the World Trade Center in New York City. DOD photo by Helene C. Stikkel.

into wartime levels of loss. The overall totals of dead and presumed dead by early December 2001 came to 3,076 in New York City, 125 Defense Department military personnel, civilians, and contractors at the Pentagon, and 266 on the four hijacked airliners. Such totals surpassed the number of U.S. killed in the D-Day invasion of June 1944 and the death toll at Pearl Harbor from the Japanese attack on Dec. 7, 1941. The grim number approached the number of Union and Confederate dead in the bloody Civil War battle of Antietam in September 1862. The total number of estimated injured in New York (8,786) and the Pentagon (80) was no less stunning.

For USTRANSCOM, what came to be called Operation Noble Eagle started as an urgent disaster relief effort. In the first 24 hours after the attacks, AMC completed 17 airlift missions mainly to deploy FEMA search and rescue teams, medical supplies and other equipment. By Sept. 14, 12 FEMA search and rescue teams were at the WTC site in New York City and four teams were working at the Pentagon. One C-17 mission from Charleston AFB, S.C., flew to Kessler AFB, Miss., and loaded a 47 person medical team and 35 S/Ts of medical supplies and a container of blood. Then the C-17 brought the team to McGuire AFB, N. J.

Three or four days later, the disaster relief side of Noble Eagle had slowed and several medical teams were redeployed. This outcome had positive and negative dimensions. Fortunately, New York City possessed an extensive medical system enabling it to cope with the emergency with much less Federal help than otherwise would have been necessary. Sadly, the devastation at the WTC was so extensive that there were fewer wounded to attend to than one would have preferred under the tragic circumstances. MSC activated the USNS COMFORT hospital ship on Sept. 11 and the ship arrived



## Fiscal Year 2001 Exercises, Operations, and Contingencies

in New York City three days later. By that time, the COMFORT had been given the mission of housing and supporting emergency relief workers. Between Sept. 15 - 30, 2001, the COMFORT hosted 2,300 guests, served 17,000 meals, processed 4,400 pounds of laundry, and provided 11,500 guest nights. The COMFORT also accommodated 561 sick call visits and 500 mental health consultations. To the south, the remains of the slain from the Pentagon were airlifted by CH-47 Chinook helicopters to the DOD mortuary at Dover AFB, Del., beginning on the afternoon of Sept. 13.

Total AMC airlift missions for Noble Eagle (excluding Joint Operational Support Airlift) came to 49 as of Sept. 17, 60 as of Sept. 23, and 86 on Sept. 30. Total passengers moved reached 1,825 along with 1,174 S/Ts.

The other half of the mobility mission for Noble Eagle was just as important and will be more enduring. On Sept. 11, AMC KC-135 and KC-10 tankers began supporting Air Force combat aircraft patrolling the skies of CONUS. In the first 48 hours, 45 AMC tanker missions refueled 173 receiver aircraft. By Sept. 17, 231 tanker missions had replenished the fuel tanks of 422 receiver aircraft. That number rose to 453 tanker missions and 942 receiver aircraft on Sept. 30, 2001. "Homeland Defense" still seemed a new phrase to many Americans in September 2001. On Sept. 11, USTRANSCOM and AMC joined an operation toward that end that continued into FY02.

Faced with new challenges at home, USTRANSCOM and its component commands gradually resumed "routine" operations as much as possible around Sept. 15. AMC resumed channel airlift while MSC and MTMC continued to support preparations for Bright Star '02, the largest DOD field training exercise for USCENTCOM, conducted in Egypt in October 2001.

Noble Eagle remained a key USTRANSCOM priority, but a second contingency soon became the primary focus of the Defense Department, USTRANSCOM and the DTS.

### Operation Enduring Freedom

This mission emerged just after Sept. 15 when USTRANSCOM planners began to work with USCENTCOM on the deployments needed for an offensive operation against the terrorist network of Osama bin Laden shielded by the Taliban government of Afghanistan. First called Infinite Justice, the operation was renamed Enduring Freedom. In the last 10 days of September, AMC supported a series of classified force movements with airlift and aerial refueling. As of Sept. 20, seven airlift missions had been flown for



The U.S. Navy activated USNS Comfort, one of the Navy's two hospital ships, to support New York City in the aftermath of the Sept. 11 terrorist attack on the World Trade Center. USNS Comfort, normally kept in reduced operating status in Baltimore, Md., is crewed with 61 civilian mariners and 730 Navy medical and support personnel.



## **Fiscal Year 2001 Exercises, Operations, and Contingencies**

Enduring Freedom, a number that jumped to 253 missions 10 days later. The late September airlift mission totals included 62 KC-135 missions and 30 KC-10 missions, which again demonstrated the tanker fleet's "dual role" capability. The workhorse C-17 flew 65 missions during the same period joined by 59 missions by the larger, long-range C-5. Commercial aircraft flew 11 missions, a number that was to grow in the weeks ahead. The AMC tanker role in Enduring Freedom jumped from 74 missions with 43 receiver aircraft as of Sept. 23 to 240 missions with 181 receiver aircraft by Sept. 30.

FY01 ended with operations at an accelerated crisis tempo. At the start of October 2001, USTRANSCOM and its components focused on supporting the Bush administration's "war on terrorism" based in Southwest Asia while maintaining its part of Noble Eagle at home and carrying on a program of airlift, sealift, and port management around the world. A command with wide responsibilities, USTRANSCOM remained a vital enabling force in the emerging conflict against terrorism and in the daily activities of the Defense Department and the U.S. government.

### **"Peacetime" Operations**

The Joint Requirements Branch supports what are often referred to as "peacetime" operations. This branch consolidates efforts to ensure every customer has the "best value" mode of transportation in each Denton or Funded Humanitarian Program, SAAM, Channel, Group Travel Operation, and Opportune Movement support.

The Denton program is an instrument used to transport humanitarian support to 42 countries. In FY01, USTRANSCOM's contractor, Joint Relief International, was instrumental in shipping over 1.1 million pounds of humanitarian donations from 87 U.S. donors. The Air National Guard and Air Force Reserve supplied the majority of the airlift to get the donations to a major aerial port for onward movement to their final destination. The Funded Humanitarian Assistance program provides free surface overseas shipping for eligible U.S. based humanitarian donors. Shipments include medical support, clothing, and disaster relief supplies. From October 2000 through September 2001, 2.24 million pounds were shipped to 25 countries.

SAAM Managers supported a total of 2,848 airlift missions in FY01. Among the SAAMs were 730 White House support missions including presidential travel to Canada, Europe, Southwest Asia, Mexico, and Vietnam. Two other prominent SAAM missions were Secretary of State Madeline Albright's fall 2000 visit to North Korea (the first such visit by a high level U.S. official) and Secretary of State Colin Powell's summer 2001 Asian tour that included a stop in Hanoi, Vietnam. SAAMs also extended to Counter Drug operations totaling 85 missions, often requiring last minute scheduling. The USTRANSCOM/AMC response to the October 2000 attack on the USS COLE, January 2001 India earthquake, and the September 2001 attacks on the World Trade Center and Pentagon ranked as the most prominent non-presidential SAAM missions of FY01. "Everyday" SAAM missions facilitated a host of significant activities by supporting enforcement of the Intermediate Nuclear Forces Treaty, and moving equipment for Air Force Thunderbirds, Space Shuttle Launches, and Operation Deep Freeze. This partial list of "significant" SAAMs also

## **Fiscal Year 2001 Exercises, Operations, and Contingencies**

extended to airlift for the repatriation of Missing-in-Action remains from Vietnam and North Korea, movement of Special Warfare Forces, and short notice requirements to deploy firefighters as well as C-130 Module Airborne Fire Fighting Systems in the Western U.S.

The Channels Team plays a major role in establishing and maintaining an effective channel airlift structure worldwide to support the military services, CINCs, and agencies. Patriot Express channels have been reworked to offer more non-stop service to CONUS, thereby shortening journeys. Also during FY01, the medical team within USTRANSCOM's MCC became part of the Joint Requirements Branch to improve utilization of limited airframes and increase visibility over Aeromedical Evacuation channel issues. The channel review process was reestablished with the military services and CINCs. Reviewing 250 channels resulted in 21 channel cancellations and 49 channel changes. In FY01 combined channel cargo and passenger missions supported movement of 332,295 passengers and 210,424 S/Ts.

Extensive mobility support also came from Group Travel requirements, which processed over 231,000 air passengers, utilizing over 1,597 air moves and over 993 surface moves in FY01. Much of the support was to the National Training Center and Joint Readiness Training Center to help military units prepare for "real world" operations.

To improve service to customers of the DTS, all Requirements teams cooperated to create a web portal. This web site provides one stop shopping for all DTS traffic through a single transportation request with links to many resources to help the customer achieve a balance of efficiency and effectiveness in moving various types of cargo and passengers. With the web portal, the customer selects their type of requirement (i.e. SAAM, Channel, Surface, Opportune, Passenger, Denton, or Patient Movement). The system then provides access to the appropriate screens for more information than previously available while also keeping core data familiar to the experienced customer.



U.S. Marines prepare to off-load 48 Humvees at Rockhampton, Australia, for Exercise Tandem Thrust 2001 on April 30, 2001. DOD photo by SSgt. Jeremy T. Lock, U.S. Air Force.

## **USTRANSCOM Initiatives**

### **USTRANSCOM Staff Initiatives**

With a system as complex as the DTS, our continuing challenge is to develop capabilities to meet customer requirements. The TCCs, reserve components, and our commercial partners bring unique capabilities to USTRANSCOM, with each of the command's customers - the military services, unified CINCs, exchange and commissary systems, and other DOD and federal agencies - having their own requirements.

Given this dynamic environment, USTRANSCOM's goal is to bring all of our customers and components together to formulate policy, develop supporting doctrine and appropriate education and training programs, and employ the necessary resources to meet our customer requirements.

### **Strategic Partnerships**

USTRANSCOM will continue to strengthen its ties with customers, commercial partners and other agencies. The USTRANSCOM Business and Acquisition Center is the cornerstone of these strategic partnerships. It implements best business practices in traffic management using customer profiling, information as a corporate asset and a business planning prototype. As in previous years, BC sponsored the CINCTrans Customer Day and the Customer Council of Colonels/Captains which provide face-to-face discussion between senior leaders from the commands and our customers. Additionally, BC works closely with the Joint Staff, services, and agencies on a number of strategic initiatives and working groups focused on logistics improvements. The BC also continued to serve as the DTS conduit to commercial industry through the various National Defense Transportation Association committees.

### **Automatic Identification Technology Plan**

The new USTRANSCOM AIT Plan (2001) provides CINCTrans direction on the continued implementation of fixed and deployable AIT capabilities for over 150 worldwide aerial and seaports. This plan builds on the baseline AIT operational capabilities established in the 1999 USTRANSCOM AIT Integration Plan. Linear bar-code capabilities are enhanced and two-dimensional barcode capabilities are being integrated into port operations. Radio frequency data communications capabilities now exist. GATES and WPS provide the means to capture and transmit this critical AIT information related to the movement of cargo or passengers through a port of embarkation or debarkation to GTN. USTRANSCOM's components are developing and fielding deployable AIT capabilities able to support a number of aerial and seaports simultaneously. These AIT efforts are enabling technologies to directly support the customer's ITV requirements and improved operations thus contributing to improved warfighter readiness.

### **Integrated Customer Support**

USTRANSCOM has strengthened its view of constituents as customers and, therefore, has implemented a strategic objective designed to integrate customer support. One example leading to this

## **USTRANSCOM Initiatives**

decision was the loss of DTS customers from the Military Traffic Management Command. Limited service channels and lack of a single, integrated system for tracking and managing customer interactions turned customers towards commercial providers. In response to this, MTMC has implemented eBusiness software to unify and streamline its service operations now enabling them to deliver world-class customer service through multiple channels, including the Internet. With this new software, MTMC is now creating customer profiles, shared throughout the command, enabling every customer support representative to access customer data, including, for instance, information about previous problems and the solutions offered. In addition, representatives will have access to a centralized database of detailed support information, ensuring customers receive consistent information no matter which representative responds to their inquiry. In the future, DTS customers will be provided a multi-channel interface into a suite of transportation services, throughout the Command and its Components, with the opportunity to configure, price, place, track, and change movement requirements as needed. USTRANSCOM and the Transportation Component Commands will monitor and analyze customer interactions to ensure they are met in a responsive and effective manner.

### **Doctrine, Education, and Training**

Over the past year, the Joint Deployment Training Center continued its effort within the Department of Defense to educate and train the Joint Planning and Execution Community on the Joint Deployment Process and the integrated use of the Defense Transportation System. In FY01, JDTC provided support to the CINCs, Services, and other DOD agencies. This support included seminar presentations, in-resident training, and mobile training teams, which focused on the myriad of details in the deployment process.

Today, almost as a matter of routine, the JDTC participates in joint exercises as trainers, planners, and observers. As an example, the JDTC conducted training on the Time-Phased Force Deployment Data in support of exercise preparations for exercises Turbo Challenge and Turbo CADS. JDTC instructors also served as deployment subject matter experts and evaluated Military Traffic Management Command and Military Sealift Command during Turbo Challenge 01. In some instances, owing to their expertise in the field of study, JDTC instructors served as adjunct evaluators such as in Turbo CADS 01, which exercised the Joint Logistics Over-the-Shore capability of our armed forces. The JDTC played a critical role in evaluating applicable joint doctrine while assessing Army and Navy abilities to perform JLOTS tasks. JDTC continues to help shape joint exercises and influence exercise design objectives as they relate to joint force projection and deployment. Finally, JDTC has continued its support of U.S. Joint Forces Command in the development and training of inter-service collaboration, which is integral to the attainment of the Revised Joint Deployment Process. Specifically the JDTC staff developed a handbook to help guide planners in the implementation of joint deployment process improvements.

In the area of doctrine, the JDTC worked through USTRANSCOM and the Joint Staff to disseminate preliminary coordinating drafts of Joint Publications 4-01.5, Joint Tactics, Techniques, and Procedures for Terminal Operations and JP 4-01, Joint Doctrine for the Defense Transportation System. These two key publications continue to assist the joint community in the refinement of

## **USTRANSCOM Initiatives**

power projection doctrine. JDTC also served as a member of the USTRANSCOM "Virtual Writing Team" for Part III of the Defense Transportation Regulation, Mobility.

JDTC continued to provide both structured and tailored training through its subordinate Joint Operations Planning and Execution System Training Organization. The JDTC conducted resident training in its Fort Eustis facility, via mobile training teams, and through its web-based mini-lessons that focused on JOPES and Joint Air Logistics Information System functional training.

Of particular note is the JDTC's continued close association with the Army as it embraces future joint deployment concepts through its Battle Command Training Program and the Deployment Support Command War Deployment Programs. By participating in these "train the trainer" programs and promoting the joint deployment process, coupled with Army deployment activities, the JDTC will continue to strengthen the common understanding and shared expectations in the area of deployment.

During FY01, JDTC continued to maintain its outstanding level of assistance to the CINCs and Services by providing timely, customer-focused training and technical support on the deployment process. Over the course of the year, the JDTC trained over 1,400 personnel representing a 15 percent increase in the number of personnel trained from the previous year.

### **Transportation Law**

In September 2001, the Chief Counsel established the Transportation and Operations Law Team consisting of subject-matter experts drawn from the USTRANSCOM and HQ Air Mobility Command legal staffs, with participation by members of the MTMC and MSC legal staffs, when necessary. The intent of the TROL is to draw upon the wealth of diverse knowledge and experience possessed by team members, using it to anticipate, identify, and resolve legal issues impacting the Defense Transportation System in a timely fashion. The TROL also served to establish a structure within which the often precedent-setting nature of the TROL's deliberations and opinions will be preserved for future use. Throughout the first months of operation, the TROL provided advice to the USTRANSCOM Crisis Action Team on a wide range of transportation, international, and fiscal law issues arising out of Operations Enduring Freedom and Noble Eagle. Among the areas and issues addressed were advising the CAT on the various forms of legal authority available for providing transportation and related services to a number of foreign allies; detailing the procedures for initiating government aviation and vessel war risk insurance through the FAA and MARAD, respectively; the Geneva Convention ramifications of encrypting communications from aeromedical aircraft; drafting precedent-setting Rules on the Use of Force for armed personnel escorting commercial road shipments of DOD arms and munitions; expanding the use of Phoenix Raven personnel to flights of DOD charter aircraft; providing recurring advice on the status and operation of civil and state aircraft transiting and over-flying Central and Southwest Asian countries; and addressing RRF activation issues.



## **USTRANSCOM Initiatives**

USTRANSCOM is responsible for the negotiation, conclusion, and oversight of international agreements with foreign allies involving transportation and transportation-related services. Efforts with U.S. allies by the Office of Chief Counsel to create standardized airlift, aerial refueling, and aeromedical evacuation arrangements under existing country-to-country logistics agreements continued on several fronts. In addition, a number of transactions were negotiated under existing logistics agreements, facilitating the effective and timely exchange of goods and services between the Command, the TCCs, and allied forces. These included, for example, an agreement for the USAF to use the Royal Air Force's C-130J simulator to train USAF crews, and the United Kingdom's use of a KC-10A aircraft for compatibility testing with RAF fighter aircraft. Such efforts also provided a solid foundation and avenue for quickly dealing with allied requests for, and offers of, transportation-related assistance arising from Operations Enduring Freedom and Noble Eagle.

Office of Chief Counsel attorneys also continued to meet with Canadian, Joint Staff, and Office of Secretary of Defense representatives to revise and re-orient the complicated U.S.-Canada Integrated Lines of Communication agreement, which was activated for the first time during Operation Enduring Freedom. These efforts will result in the more effective use of 12 Canadian Forces personnel assigned to the Command, the TCCs, and other unified commands, and will better integrate Canadian transportation requirements into the U.S. Defense Transportation System.

### **Customs**

This year, USTRANSCOM published Defense Transportation Regulation Part V, Department of Defense Customs and Border Clearance Policies and Procedures. The regulation provides guidance on U.S. import and export procedures, privately owned firearms documentation requirements, agricultural cleaning and inspection requirements, the U.S. Customs/U.S. Department of Agriculture Pre-inspection Program for exercises and major unit redeployments, and guidance on customs requirements for 26 countries. Part V is supported by a DOD Customs Program web page, accessible through USTRANSCOM business page (<https://business.transcom.mil>), which provides internet access to Customs Directives; DOD, Service and CINC guidance; and pertinent parts of the Code of Federal Regulations (15, 19, 22). The web site also provides links to other Border Clearance agencies, including U.S. Customs Service; Department of Agriculture; Bureau of Alcohol, Tobacco, and Firearms; and the Environmental Protection Agency.

The year 2001 presented several challenges to USTRANSCOM's customs operations. The spread of Foot and Mouth Disease throughout several areas of Europe, the Middle East and South America; the European Union decision to screen non-manufactured wood products to prevent the spread of the Pinewood Nematode; the terrorist attacks of Sept. 11, 2001; and a decision by Department of State, Office of Defense Trade Controls and U.S. Customs to revise their interpretation and enforcement of the International Traffic in Arms Regulation were good examples. Each required close cooperation among USTRANSCOM, OSD, the Services, Defense Agencies, and Federal Border Clearance agencies to develop and distribute operational guidance to field operations.

## USTRANSCOM Initiatives

USTRANSCOM's efforts to automate customs documentation also began to mature. We are now providing electronic commercial bills of lading to U.S. Forces Korea from the Defense Depot at San Joaquin and continue to pursue linkage with the Korea Customs Service system. The German Ministry of Finance has agreed to work with USTRANSCOM and USEUCOM on the automation of the AE 302 process which, once completed, will help us market this capability to other nations of the European Union.

### ITV Information Systems



Driven by USTRANSCOM's absolute dependence on Command, Control, Communications, and Computer Systems, CINCTRANS identified a requirement to present a cohesive, near real-time enterprise-wide view of C4S capability and infrastructures supporting the Defense Transportation System. Projected within the context of the Information Assurance pillars: Network Management, Information Protection, and Service Assurance, this near real-time view must be available to USTRANSCOM's mission planning and execution staffs and to the command's global DTS customers 24-hours-a-day, 365-days-a-year.

The Global C4S Coordination Center is an organizational and process solution meeting that requirement. In short, the GCCC is "The" single IA focal point for USTRANSCOM. In its end state, the GCCC defines the acquisition and flow of C4S connectivity, performance, information security, and systems availability data from separate and distinct information technology pillars into a homogeneous, automated, DTS-centric C4S information coordination capability. Gathering performance and event data from each of the IA pillars, the GCCC will provide a comprehensive and cohesive view of the DTS and supporting Department of Defense C4S infrastructures from both an internal command perspective supporting mobility command and control, and external DTS customers' perspective supporting ITV.

The GCCC is the single authoritative source of DTS-centric C4S availability, security, and performance status. As such, it provides the command's Operations and Logistics Director and the Chief Information Officer with immediate access to near real-time status and availability information. The GCCC is the preeminent tool aiding the TCJ3/4 in making operational decisions based upon events and status within the C4S and IA infrastructure.

The GCCC is not a system, database, or network administration element. These C4S elements and functions are extrinsic and only tangentially relate to the larger GCCC process. Functions associated with system administration are customers of, or data feeders to, the GCCC. The GCCC is an enabler, facilitating proactive measures by infrastructure administrators that alleviate adverse system events before impact to the DTS C4S infrastructure is realized.

Placed into Initial Operational Capability on April 17, 2001, the GCCC was initiated by fire with Turbo Challenge 2001. During TC01, USTRANSCOM underwent extensive red teaming (intrusion

## **USTRANSCOM Initiatives**

attempts) by the National Security Agency. Through implementation of the GCCC concept and under the most grueling peacetime exercise attacks plausible, USTRANSCOM not only survived, but also was able to sustain zero intrusions to the USTRANSCOM network infrastructure.

The tragic and terrifying events of Sept. 11, 2001, were the catalyst for changing the GCCC from a fresh conceptual mode of operation to responding to real-world contingencies. In a matter of a few hours, the GCCC scaled from an IOC level to 24x7 staffing, providing the TCJ6 with a continuous eye on all DTS Automated Information Systems assets. Operation Enduring Freedom would be the real-world fire under which the GCCC processes and procedures would be tested and refined.

The GCCC immediately brought several products into production and made them available on the command's classified web pages, including the following: An Info Con Status Message, the USTRANSCOM COMSTAT report, the USTRANSCOM CAT SITREP, a GCCC SITREP, a GCCC contact list, TDY documents, IAVA status reports, the GCCC duty log, GTN feeder status, and the USTRANSCOM CLAN Network Traffic report. All of these documents were utilized to keep directorate and command staffs informed of the most recent DTS C4S status.

The DTS provides critical command and control information required for moving and positioning all DOD assets. Understanding where DOD assets are in the DTS is paramount to success. In-Transit Visibility is the watch-phrase of our business--the GCCC ensures ITV. A preeminent aspect of sustaining command and control of DTS AIS is the real-time monitoring of all aspects of Information Assurance. Without adequate C2 of our DTS AIS, it is not possible to accurately sustain ITV knowledge, or project the power of our military forces.

Utilizing service assurance methodologies installed in the GTN system, the command was able to have immediate knowledge when failures stymied the data flow from critical ITV feeder systems to the GTN system. The network management processes isolated and corrected issues identified by external and internal reporting processes. As an over-arching umbrella, information protection sustained an intrusion and virus free forum within which the critical ITV data was communicated.

In response to the real-world requirements of Enduring Freedom, and with unparalleled success, USTRANSCOM's GCCC stepped from a conceptual notion to a 24x7 operational status in a matter of hours. Working as a C4S command and control center, the GCCC added new and exciting capabilities, enabling an exponential increase in ITV of critical military weaponry.

### **Information System Upgrades in FY01**

#### **Single Mobility System**

SMS is a web-based search and retrieval tool that provides visibility of mobility requirements and assets and the capability to match unfilled requirements to available assets. SMS provides visibility of planned and scheduled air missions, Military Sealift Command ship schedules, commercial liner service, sea port reference data, and various decision support tools, such as a mission monitor, port

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locator, cost calculator, empty leg finder, and air metrics. FY01 software releases provided visibility of vessels and customized reporting for SAAM, Channel, Denton, and Opportune airlift missions and requirements. A classified capability was also implemented in FY01 providing a TPFDD analysis capability and contingency/exercise TPFDD and mission reporting.

### [InfoWorkSpace](#)

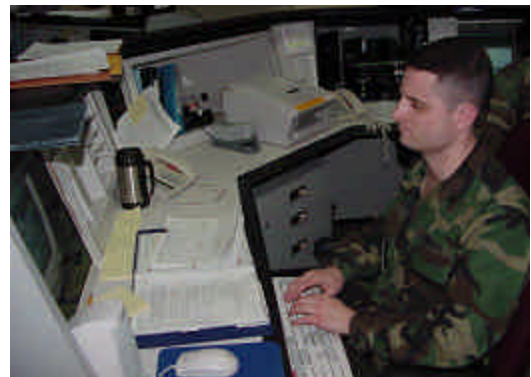
InfoWorkSpace is a set of Commercial-Off-The-Shelf software planning tools designed to provide a collaborative planning environment in support of the virtual command center concept. IWS provides audio, video, chat, and whiteboard capabilities. Initial IWS capability was fielded at USTRANSCOM, AMC, and MSC in FY 99. Installations were completed at MTMC and DSC in FY01.

### [Transportation Common Operational Picture](#)

Transportation Common Operational Picture is an initiative to enhance the joint command and control system with transportation information. Trans COP provides the operators with a single geographical display of the transportation assets throughout the world to enhance situational awareness. The operators are able to drill-down on these transportation assets to obtain detailed transportation information. Three initiatives for Trans COP were undertaken in FY01: (1) incorporating Electronic Data Interchange for commercial ships; (2) expanding the air picture beyond the limitations of Federal Aviation Administration which are the Prime Meridian in the east and the International Dateline in the west; and (3) providing detailed Transportation Infrastructure Information on static seaport and military installations. The FY02 effort will complete the migration of the user interface from the existing Unix-based platform to a Windows 2000 environment.

### [TRAC2ES](#)

TRANSCOM's Regulating and Command & Control Evacuation System, fielded on 12 Jul 01 to joint Patient Movement Requirements Centers and over 300 medical treatment facilities worldwide, is already playing a pivotal role in Operation Enduring Freedom by providing a seamless patient infosphere within the DOD. TRAC2ES combines transportation, logistics, and clinical decision elements into an information system capable of visualizing, assessing, and prioritizing patient movement requirements, assigning proper resources, and providing relevant data regarding patient movement. The TRAC2ES contractor developed an approach that combined doctrine, policy, process, procedures, and plans with the automated information system solutions for Lift-Bed Planning and ITV. This concept won the Award of Recognition at the 1994 National Business Process Reengineering Conference.



SSG Fromme, in USTRANSCOM's Mobility Control Center, is one of the many users of TRAC2ES.

## **USTRANSCOM Initiatives**

TRAC2ES replaced two legacy systems and is now the single global patient movement application for DOD. The system provides managed global patient movement with total visibility and worldwide responsiveness. The primary user interface, "T-Web", offers worldwide connectivity using 128-bit Netscape Browser access via NIPRNET or SIPRNET. For low bandwidth applications, "T-Mobile" mirrors T-Web core functionality, providing store and forward capability. In addition to the three fixed PMRCs, TRAC2ES provides assistance to a deployable PMRC. All PMRCs include a lift-bed planner in their architecture to optimize patient movement decisions.

USTRANSCOM completed operational testing and evaluations in February 2001 by conducting three extensive user evaluations focusing on TRAC2ES development. This provided user/customer input to the contractor on integrating TRAC2ES in the operational environment. The collaborative environment proved valuable as TRAC2ES has developed along an enterprise approach - the software is an adjunct to the best business practices USTRANSCOM began implementing in FY94 when it stood up the Global Patient Movement Requirements Center.

In June 2001 USTRANSCOM achieved Initial Operating Capability. In August 2001 it made distribution of CBT software to all DOD Medical Treatment facilities and operational medical commands and their subordinate units. TRAC2ES replaces the Defense Medical Regulating Information System and the Automated Patient Evacuation System that was shutdown and decommissioned in September 2001. This allowed for maximum retrieval and transfer of active patient information into the TRAC2ES database.

Patient ITV is a natural by-product of implementing the sound business practices of Lift-Bed Planning. At IOC GTN, AMC's Table Management Distribution System and the Composite Health Care System, will feed information to TRAC2ES. At Full Operational Capability, TRAC2ES will share data with both of these systems, as well as having other interfaces with TMIP systems such as DMLSS, which will integrate visibility of critical Patient Movement Items that may be accompanying patients during the evacuation process.

### **The Global Transportation Network**

The Global Transportation Network delivered a module for the Global Exercise Support system and was successfully utilized during Turbo Challenge 01. GES allowed the exercise participants to monitor transportation exercise data without interfering with the operational GTN data. By providing users the same GTN feeder system data, GTN applications, and functional capabilities as the operational system, GES will play a prominent role in future command exercise scenarios.

### **Enhanced Standardized Tactical Entry Point (Formerly Interim Teleport)**

In addition to improving and developing the integrity of our C2 and transportation systems, the USTRANSCOM CIO has taken aggressive action to ensure critical ITV information is promptly and effectively communicated from deployed locations to system managers and all customers of the transportation system. The USTRANSCOM Enhanced Standardized Tactical Entry Point initiative



## **USTRANSCOM Initiatives**

was funded directly by the JCS via the CINC Initiatives Fund program and received significant support from several CINCs because of its overall contribution to joint warfighting operations. The USTRANSCOM CIO led a team comprised of HQ DISA, USEUCOM, HQ USAFE, and the U.S. Army Communications Electronics Command staff to develop the system design and manage the short-fused E-STEP project providing responsive satellite gateway access to Defense Information Systems Network services for deployed warfighters. While designed to satisfy initial and sustaining communications requirements to support USTRANSCOM ITV and transportation operations, the robust capacity of the E-STEP project provides satellite gateway access for use by all warfighting forces in the European and Southwest Asia theaters of operation.

### **Infrastructure Systems Process Improvements**

Technology is an important part of how we do business, but it is only a tool. The way we do business--our processes and business practices--must be studied and changed as appropriate to meet present and future customer requirements. Whether the appropriate tool to meet these needs is information technology, reorganization, or changes in doctrine and training, USTRANSCOM is constantly searching for a better way to execute its mission. The JTCC is our organization that ensures that the tools of technology are used wisely instead of blindly applying technology without regard to customer needs or interoperability with other systems. The JTCC is involved in several initiatives to ensure that our systems development and migration continue to move in the right direction as well as helping ensure that we invest our information resource dollars wisely. These initiatives include:

### **DTS Systems Architecture View**

The "To-Be" Systems Architecture View was published in September 2001. The focus of this view is the migration plans for implementing the "To-Be" environment. The technical migration plans contained in the Systems Architecture View show how the standard products designated in the "To-Be" Technical View will be implemented. The functional migration plans, focusing on selected systems, show how the functionality in the "To-Be" Operational View will be implemented. The Systems Architecture View provides the bridge between the Operational and Technical Architecture.

### **DTS Operational Architecture View**

The DTS Operational Architecture is the leading view of the USTRANSCOM Enterprise Architecture. It documents the current and future activities, processes and information requirements for the DTS to function. Continued development efforts to the Operational Architecture in 2001 have primarily focused on the future "To-Be" Defense Transportation System. Following CINCTrans review of the "To-Be" Operational Concept of the DTS found in the OA's High Level Depiction, the Command launched into a series of workshops designed to populate the lower -2 and -3 levels of the architecture. This "To-Be" information consists of future DTS processes and activities (OV-2), and an Operational Information Exchange Matrix, both of which represent the future of DTS operations through FY05. Data for the "To-Be" OA has been gathered from subject matter experts at a number of workshops to include MTMC, DLA and the Command's Global Patient Movement Requirements

## **USTRANSCOM Initiatives**

Center. During the same time, the "As-Is" has been expanded in 2001 to include those areas identified by the "As-Is" OV-1 depiction of the DTS that were not previously completed in the architecture. Recent OA work has mainly focused on refining the Information Exchange Requirements found within OV-3 database of the Enterprise Architecture. The current numbers for the OA include a total of over 900 IERs for the "As-Is," and over 2,100 IERs now in the "To-Be" OV-3s. Despite all the detail, the DTS OA is still a high level architecture that attempts to cover the full spectrum of the DTS, which USTRANSCOM is responsible for managing.

In early 2001, the Joint Staff J-38 asked USTRANSCOM for the OA to be integrated into the second version of the Joint Operational Architecture for the DOD. This integration effort directly supports the Deployment Joint Mission Area and several other JMAs that, in turn, are the structure of the JOA. The integration strengthens the representation of both the DTS and Deployment in the JOA, which is the emerging operational component of the Global Information Grid. This work is presently ongoing.

### **Operational Support Airlift**

The military services operate a fleet of OSA aircraft that provide on-call air transportation service to activities and services of the DOD. The JTCC continues working a Functional Process Improvement project with the USTRANSCOM JOSAC and OSA functional representatives from the Army, Navy, Marines, and Air Force to develop an enhanced OSA process. The OSA working group met on several occasions during FY01 to refine the "To-Be" process and mission needs statement documents. These requirements will be provided to the automated system development contractor to define specific system needs based on previously determined lift request, lift scheduling, and aircrew activity and reporting process improvements. This project is on track to provide improved Customer Service to all OSA users through the enhanced processes used to request, schedule, and report OSA activities.

### **Functional Process Improvement**

#### **Joint Deployment Process Improvement Initiative**

This past year, JTCC provided significant support to the JDPI Triad of USTRANSCOM, USJF-COM, and Joint Staff. JTCC developed the comprehensive Joint Deployment Process document used to train UFL 01/JDPI participants, detailing the Future Deployment Process. It included eight stakeholder checklists (task lists) that support the FDP, collaborative activity matrix and procedures, and an updated JFCR concept. JTCC continued to update the Joint Deployment Operational Architecture by developing Information Exchange Requirements. JTCC also developed a plan to review and analyze systems supporting the joint deployment process and a proposed migration framework for joint deployment systems. JTCC supported USTRANSCOM's next tier of improved CAP processes by initiating an implementation plan for inserting sustainment in an execution TPFDD and initiating development of a common joint deployment process at the tactical level. JTCC culminated the past year's support by observing UFL 01/JDPI and capturing improvement recommendations.

## USTRANSCOM Initiatives

### Expedited Aircraft Servicing Initiative

During July 2001 CINCTRANS charged HQ AMC with the goal of reducing aircraft ground handling time to 2 hours or less, where possible, to generate more flying hours within a given crew duty day. During September 2001 data was collected to begin the development of an "As-Is" process map. Data was also collected to develop questionnaires to be used to collect information during site visits to confirm what existing processes are; visits will focus on aircraft operations, aircraft maintenance, air transportation, and ancillary support functions. This September 2001 workshop represents the first known AMC-wide attempt to place all events associated with aircraft launch and recovery within the single context necessary to review and improve the entire process. Reduced aircraft turn times are expected to return significant flying time potential to AMC and thereby contribute to increased combat potential for the air mobility fleet.



### USTRANSCOM Portal Development

USTRANSCOM continued efforts to develop and further refine our web portal in order to provide our employees, DTS customers and business partners information to facilitate their administrative and transportation requirements. The JTCC assisted TCJ6 in this effort by collecting and analyzing data required to enhance our Business to Customer, Business to Enterprise and Business to Business portals. We also continued efforts to combine the proposed classified B2E and B2C portals into a single classified portal, and continued development of a public portal that provides streamlined access to the B2C, B2B and public web page through a single URL.

The Business to Enterprise portal was developed to accomplish administrative operations within USTRANSCOM. The portal provides "one-stop" web access to information and systems, including Logbook and SMS. It also allows access to email from any .gov and .mil site and provides command news and information. The intended audiences of this portal are USTRANSCOM and component employees.

On the other hand, the Business to Customer portal provides tools for customers to accomplish their DTS business with USTRANSCOM such as planning, requesting and tracking transportation needs. The intended audience of the B2E portal is USTRANSCOM customers to include units, CINCs, the Services, Agencies and transportation offices.

We also continued development of the B2B portal, which will be publicly available and tailored to support business partner requirements. This portal will offer not only the means to funnel business partners into the appropriate component command's business page, but also a forum to present USTRANSCOM issues of particular interest to the DTS business partners. The intended audience for

## USTRANSCOM Initiatives

the B2B portal is all business entities dealing with USTRANSCOM, for example VISA or major U.S. carriers that routinely service DTS requirements.



## USTRANSCOM - Aggregate Performance Data

### Performance Data

The data within this section describes aggregate cargo and passenger movement throughout the DTS for FY99 - FY01. Also included is a brief description of USTRANSCOM output areas as well as their unit of measure.

### Units of Measure

Output areas within the DTS can be broken down into two main categories: Cargo and Passenger. Cargo can be broken down further into either breakbulk (measured by weight) or container (measured by volume). The table below illustrates the different units of measure that apply to USTRANSCOM programs.

<u>DTS Program</u>	<u>Terms of Measurement</u>
MTMC Group Pax	Number of Passengers
AMC Channel Pax	Number of Passengers
AMC SAAM Mission	Per Flying Hour
AMC Channel Cargo	Short Tons (S/T)
Port Handling Containers	TEUs or Measurement Tons (M/T)
Port Handling	Measurement Tons (M/T)
MTMC Domestic Freight	Short Tons (S/T)
MTMC Personal Property	Lbs or Short Tons (S/T)
MTMC Global POV Contract	Per Vehicle
MSC Cargo	Measurement Tons (M/T)
MSC Fast Sealift	Measurement Tons (M/T)
MSC Petroleum/Oil/Lubricants	Long Tons (L/T)

The factors used to convert volume measures to M/Ts are:

$$40 \text{ cubic feet} = 1 \text{ M/T}$$

$$1 \text{ TEU container} = 20.1 \text{ M/T}$$

The factors used to convert other weight measures to S/Ts are:

$$2,000 \text{ pounds (lbs)} = 1.00 \text{ S/T}$$

$$1 \text{ long ton (L/T)} = 1.12 \text{ S/T}$$

### USTRANSCOM Cargo Data

Cargo totals do not include data for SAAM flights and other missions when a customer charters an entire aircraft flight.



**USTRANSCOM - Aggregate Performance Data****USTRANSCOM Volumetric Cargo (by program):**

	FY99	FY00	FY01
MTMC Port Operations	4,964,653	4,170,815	3,642,057
MTMC Liner Ocean Transportation	4,090,053	4,835,153	5,132,590
MSC Cargo Program	1,136,613	739,770	736,963
MSC Fast Sealift Program	551,792	33,805	106,466
MTMC Global POV Contract	<u>559,895</u>	<u>807,416</u>	<u>751,251</u>
Totals (M/Ts)	11,303,006	10,586,959	10,369,327

**USTRANSCOM Volumetric Cargo (by customer):**

	FY99	FY00	FY01
Army	3,973,285	3,260,200	2,442,520
Other	1,914,601	2,364,977	2,185,913
Navy	1,333,984	555,845	577,845
AAFES	1,158,631	1,265,471	1,404,118
DeCA	762,238	809,244	1,119,443
Air Force	686,298	934,147	738,003
DLA	632,026	601,129	1,058,582
Marines	578,750	529,440	542,431
NEXCOM	<u>263,193</u>	<u>266,506</u>	<u>300,472</u>
Totals (M/Ts)	11,303,006	10,586,959	10,369,327

**USTRANSCOM Volumetric Cargo (by commodity):**

	FY99	FY00	FY01
General	4,325,630	4,269,763	4,949,282
Special	4,314,468	3,116,020	2,749,844
POVs	1,009,915	969,378	834,451
Ammunition & Hazardous Cargo	803,112	839,017	616,778
Subsistence	459,444	473,799	700,466
Household Goods	194,626	167,822	140,095
Unspecified	125,809	678,640	281,997
Aircraft	46,020	38,578	75,974
Bulk	17,788	27,196	16,153
Reefer	<u>6,194</u>	<u>6,746</u>	<u>4,287</u>
Totals (M/Ts)	11,303,006	10,586,959	10,369,327

**USTRANSCOM Weight-Measured Cargo (by program):**

	FY99	FY00	FY01
MSC POL	6,954,614	5,765,552	5,993,812
AMC Channel Cargo	<u>219,994</u>	<u>163,174</u>	<u>151,211</u>
Totals (S/Ts)	7,174,608	5,928,726	6,145,023

**USTRANSCOM - Aggregate Performance Data****USTRANSCOM Weight-Measured Cargo (by customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
DESA	6,889,480	5,765,552	5,993,812
Air Force	136,171	51,338	45,248
Army	52,966	33,906	28,227
Navy	43,940	32,790	27,397
DLA	35,913	30,999	27,966
Other	9,824	10,029	18,669
Marines	5,267	3,922	3,704
GSA	854	0	0
Coast Guard	<u>193</u>	<u>140</u>	<u>0</u>
Totals (S/Ts)	7,174,608	5,928,726	6,145,023

**USTRANSCOM Weight-Measured Cargo (by commodity):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Thermo Stable	2,881,732	2,568,130	2,174,809
Diesel Oil	2,026,338	1,809,899	1,956,678
Jet Fuel Oil #5	1,754,737	1,244,591	1,751,786
Kerosene/Gasoline/Solvents	99,270	142,932	110,538
Other (Parts, mail, equip, etc)	<u>412,533</u>	<u>163,174</u>	<u>151,211</u>
Totals (S/Ts)	7,174,608	5,928,726	6,145,023

**USTRANSCOM Passenger Data****USTRANSCOM Passenger Movement (by program):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
AMC Passenger Movement	335,162	338,372	333,205
JOSAC	287,977	293,553	267,805
GPMRC	12,018	9,290	8,177
Totals (Passengers)	635,157	641,215	609,187

**USTRANSCOM Passenger Movement (by customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Navy	198,993	170,401	167,631
Army	188,065	205,588	189,494
Air Force	157,757	176,594	169,829
Marines	48,395	49,797	46,312
Other (Includes GPMRC)	<u>41,947</u>	<u>38,835</u>	<u>35,921</u>
Totals (Passengers)	635,157	641,215	609,187

\*MSC L/Ts have been converted to S/Ts.

## **USTRANSCOM - Aggregate Performance Data**

### **Joint Operational Support Airlift Center Data**

The USTRANSCOM Joint Operational Support Airlift Center schedules aircraft from all military services to move DOD personnel and cargo within CONUS and is the information conduit for Western Hemisphere OCONUS C-21 support missions. Typical support includes movement of executive personnel, transfer of Navy personnel between ships and bases, and movement of patients to medical facilities. These flights are called Operational Support Airlift missions. Peacetime OSA missions maintain DOD's readiness to rapidly move small groups of personnel and a small volume of cargo in wartime. JOSAC uses a central pool of 262 DOD aircraft, stationed throughout the United States. This incorporates 59 Air Force, 18 Marine, 49 Navy and 136 Army aircraft, including the C-12, C-21, UC-35, C-38, C-9, C-20, C-22, C-23, and C-26. JOSAC is responsible for scheduling OSA assets (these missions are not funded by the Transportation Working Capital Fund) but each military service pays the costs associated with operating its aircraft.

### **JOSAC Cargo and Passenger Data**

During FY01 JOSAC scheduled 53,148 sorties. Many of the sorties scheduled were intra-service or joint support missions. The intra-service support missions demonstrate the benefits of using a central OSA scheduling agency to direct available OSA assets. While JOSAC assigns lift requests to the available OSA assets, it does not have tasking authority. Each service is able to accept or decline missions assigned by JOSAC. The efficiencies gained through JOSAC demonstrate the cooperation of the services in maximizing the use of available assets. All OSA support missions are scheduled according to the priority of the request and not by the military service providing the aircraft. For example, on any given day a Navy aircraft may transport Army passengers and cargo while another joint mission may involve Army aircraft moving Marines. In FY01, 325,389 DOD passengers were moved of which 57,584 took advantage of space available movement. Along with the passenger support, OSA aircraft moved over 3.9 million pounds of cargo.

### **JOSAC Performance Data**

During FY01, JOSAC received 36,894 requests for airlift. Of these, 30,953 were supported for an 84 percent overall support rate. JOSAC uses a priority system to schedule aircraft that the individual military services make available each day. Priority 1 missions are the most urgent, since they are in direct support of operational forces in combat, contingency operations, peacekeeping missions, or emergency life saving flights. JOSAC supported 100 percent of the 117 Priority 1 airlift requests. Priority 2 missions are reserved for "required use" airlift or airlift requests with compelling operational considerations that make commercial transportation unacceptable. JOSAC's goal was to support 95 percent of all Priority 2 requests. For FY01 JOSAC received 7,739 Priority 2 requests, of these 7,191 were supported resulting in a 93 percent support rate. Of the 7 percent regretted, 5 percent were for weather and unscheduled maintenance. Priority 3 missions are flights that are more cost-effective than commercial airlift or are requests added to previously scheduled missions. Of the 29,038 Priority 3 requests received, 23,645 were supported for an 81 percent support rate, exceeding JOSAC's goal of 80 percent support.

## **USTRANSCOM - Aggregate Performance Data**

### **Additional Support Data:**

125,426 passengers were USN  
83,837 passengers were USA  
31,682 passengers were USAF  
24,628 passengers were USMC  
2,232 passengers were DOD non-service passengers

These numbers do not include the 57,584 Space-A passengers who were made up of miscellaneous DOD and other government agency personnel.

Of the passengers supported, 27,445 were flag officer and flag officer equivalent civilian passengers.

### **Global Patient Movement Requirements Center Data**

Global Patient Movement Requirements Center is the central coordination center for all patient movement requests from both OCONUS and from within CONUS. During FY01 approximately 11,610 patients were moved via military air evacuation assets. Typically patients were moved via scheduled Air Force assets including C-9, C-21, C-141 and C-17. Contract civilian air ambulances or Army medical evacuation helicopters accomplished most non-Air Force missions.

The GPMRC also provided worldwide support in a number of operations and exercises. GPMRC functions as coordination center for USSOUTHCOM, working closely with the command surgeon to provide patient movement support. Combined active and reserve teams also either have been deployed to or supported several command post exercises including Roving Sands, Cobra Gold, AMEDDEX, Ulchi Focus Lens, and Turbo Challenge. GPMRC is also responsible for supporting the National Disaster Medical System by maintaining a bed capability reporting mechanism. The GPMRC, in conjunction with DOD Health Affairs, coordinates periodic bed reporting exercises wherein 177 medical treatment facilities and 25 federal coordinating centers throughout CONUS are contacted with requests for bed capability and medical specialty availability. This information supports critical planning and policy decision making for DOD and the NDMS.



## USTRANSCOM Financial Summary - TWCF

### Transportation Working Capital Fund

#### What is the Transportation Working Capital Fund?

The TWCF is a revolving industrial fund for defense transportation that is modeled after private industry. It uses business-like cost accounting to determine total cost of a business activity. The TWCF is USTRANSCOM's primary source of operating and capital investment funding. It models a customer – seller relationship between the provider (USTRANSCOM) and the customer (Services or CINCs). The focus is on customer satisfaction and cost efficiency.

Generally, we finance TWCF through rate payments made by customers for transportation services performed, e.g., movement of passengers and cargo, rather than with direct appropriation of funds. Mobilization (readiness) costs are an exception and financed through Service direct appropriations. For example, the Air Force provides AMC with readiness funds through the Airlift Readiness Account. The concept of mobilization takes into account the fact that the DTS must be ready to expand or alter its operations to mobilize or surge when required. The DTS's total surge capacity manifests itself in a number of ways, including facilities and equipment that are not utilized or are underutilized during normal peacetime operations.

#### The Rates: Development

The TCCs develop and propose TWCF rates that are charged to customers. Once approved by OUSD (C), rates remain fixed during the year of execution. The rates cannot be changed once they are approved and are referred to as a “stabilized” rate. This stabilized rate policy protects appropriated fund customers from unforeseen cost changes and thereby enables customers to more accurately plan and budget for DTS support requirements. This policy also reduces disruptive fluctuations in planned TWCF workload levels and permits better use of DTS resources. Accurate workload forecasts and projected costs are imperative for the fiscal health of the TWCF. They are the foundation of financial assumptions we use in rate setting and budget builds. Rates for each TWCF business area are designed to recover all operating costs associated with the service provided. The operating costs include direct costs (e.g., contract carrier cost, stevedores, material, fuel, direct labor), indirect costs (e.g., supervisory costs), and overhead costs (e.g., headquarters general/administrative costs). At the end of a given fiscal year, TWCF business areas have either a loss or a gain (e.g., they have either a positive or negative Net Operating Result).

Accordingly, future rates will be set to either recover losses or to return gains from previous fiscal years with the intent of achieving a zero Accumulated Operating Result in the year for which the rates are budgeted. Inclusion of this recoupment/pay-back factor can cause rates to double or be halved even when the actual business area costs showed little or no change from one year to the next. The fact that actual costs often vary markedly from estimates developed 18 months earlier partially explains why stabilized rates contribute to fluctuations in NOR. The other contributor to NOR fluctuation is variance between actual and projected workload. If actual workload exceeds projected workload, revenue will exceed cost, all other things being equal. There are certain personnel and infrastructure costs that do not change, at least in the short-term, regardless of workload. For any



## **USTRANSCOM Financial Summary - TWCF**

given business area these costs are fixed in the budget year and are known as fixed costs. When rates are set, these fixed costs are spread over workload. As workload estimates increase, a smaller proportion of the fixed costs is assigned to each unit of workload, thereby reducing the overall rate. The consequence of fixed cost is that as workload increases, rates tend to decrease. Conversely, as workload decreases, rates will increase. DOD policy discourages customers from going outside the DTS for transportation services. However, when customers go outside the DTS for services, those who remain are penalized in the form of higher rates. Furthermore, there is an overall cost increase to DOD as USTRANSCOM bears the cost of unused capacity while the customer pays for additional capacity already acquired by USTRANSCOM. In essence, costs are paid twice, once by USTRANSCOM because it still pays the price of maintaining forces and infrastructure, and again by the customer for commercial service obtained.

### **The Rate: Trends**

The TCCs develop the rates for the movement of people and cargo based on legislation, regulations, and industry practices that are unique to their functional areas (e.g., airlift, sealift, cargo operations). Rate trends by program will be covered in the Financial Summary section of each TCC.

### **Transportation Working Capital Fund Costs**

TWCF rates, in general, are a reflection of total costs. The rates that have been developed for FY02 are designed, first of all, to take into account the profit or loss from the FY00 Net Operating Result. This is calculated by subtracting the costs from the revenue collected by the TCCs and DCS. The rates are also based on forecasts regarding customer transportation requirements. Approximately 81 percent of TWCF costs directly support customer transportation requirements, either to maintain our organic fleet or buy commercial services. These costs tend to fluctuate with the demand for transportation services. Our personnel costs are 7 percent, and more than half of that is expended in direct support of providing transportation for our customers. The remaining 12 percent is infrastructure cost. Our challenge is to reduce these costs and increase efficiency across all categories, while maintaining and even improving our support to the warfighter. Within this effort, there are factors that we generally cannot control; such as commodity inflation in the transportation arena (e.g., for fuel, stevedoring services, leased equipment), or that are relatively "fixed" (e.g., personnel, infrastructure, wartime requirements). Nonetheless, we are dedicated to attacking costs across-the-board and have had considerable success.

### **Cost Driver Initiatives**

Savings initiatives can also be classified according to the type of costs they target. Streamlining initiatives center on infrastructure and reduction of long-term manning, while productivity and cost avoidance initiatives are process-oriented and mainly reduce short-term labor, contracts and expendable material costs. From FY94 to FY01, USTRANSCOM and service productivity initiatives/cost avoidances and organizational streamlining efforts have resulted in savings of over \$980 million. Some key initiatives have included: flying hour reductions, more efficient aircraft channel operations and utilization of aircraft, renegotiating ship contracts, reducing ship testing periods, devising fuel

## **USTRANSCOM Financial Summary - TWCF**

savings techniques for our ship charters, MTMC cost reduction initiatives, and the establishment of the Joint Mobility Control Group and the Joint Traffic Management Office which consolidate the command and control efforts of USTRANSCOM and the TCCs. We have accomplished the above while improving and maintaining the required wartime readiness levels.

### **Financial Management Initiatives**

USTRANSCOM continued to move forward in FY01 with financial management initiatives designed to improve our internal practices and interaction with other organizations. The greatest challenge in external outreach involves overcoming the sheer complexity of the DTS and the different financial systems used by our components, customers, and industry partners. USTRANSCOM will continue to develop sound financial management practices and financial systems to support the challenges of global transportation in the future.

The Program Analysis and Financial Management Directorate of USTRANSCOM stood up an Accounting Division to improve financial visibility in the Command. The Accounting Division is working to develop the Transportation Financial Management System along with implementing a new accounting system at MTMC. The Accounting Division is also initiating efforts to ensure financial systems comply with the requirements of the Chief Financial Officer's Act, define consistent policy for use by all TCCs, and work with DFAS to improve reporting processes.

On Sept. 14, 1999, USTRANSCOM established a Transportation Financial Management System Program Management Office to (1) provide a centralized focus over transportation financial system development activities, (2) implement a financial management system capability by November 2002, and (3) oversee integration of the TCC migration systems through 2005. The TFMS PMO will initiate a functional process improvement effort to standardize transportation cost accounting and financial management business practices and develop a change management plan to coordinate business practice changes to support an integrated financial management system. Conferences were held with DFAS and TCCs to discuss data requirements and map data to existing financial systems. Currently, efforts are beginning at AMC to extract revenue data for testing in TFMS in May 02.

MTMC is developing TFMS-M, an Oracle accounting system, to improve their financial reporting. Senior management from USTRANSCOM, DFAS, and MTMC formed the executive steering group to oversee the development of the system and monitor specific transportation accounting initiatives. The system will be implemented by the end of FY02.

In FY00, USTRANSCOM, the military services, DFAS, DLA, and Assistant Deputy Under Secretary of Defense (Transportation Policy) worked together to implement Management Reform Memorandum 15, a program for "Reengineering Defense Transportation Documentation and Financial Processes." MRM #15 is a business process improvement effort utilizing US Bank's PowerTrack system to streamline, automate, and integrate the documentation, billing, and payment of transportation services. Results to date indicate a reduction in the billing cycle of TWCF charges. We are working to complete an economic analysis based on prototype results and plan to make a decision on the TWCF options before the end of FY02.

## Air Mobility Command Initiatives/Performance/Financial Summary

### Air Mobility Command Initiatives

AMC initiatives include upgrades and enhancements to air mobility aircraft and to air mobility enablers. The objective of these initiatives is to continually improve the way limited aircraft and personnel resources are used for maximum effectiveness and efficiency.

#### Air Mobility Aircraft–Acquisitions and Upgrades

With fewer forces permanently stationed overseas, the United States must focus on maintaining

##### Total Aircraft Inventory (TAI) AMC & Air Reserve Command (ARC)

Aircraft	FY00 TAI	FY01 TAI	Net Change
C-5	AMC: 73	73	0
	ARC: 45	45	0
C-17	AMC: 66	75	+9
	ARC: 0	0	0
C-130	AMC: 92	92	0
	ARC: 329	329	0
C-141	AMC: 56	38	-18
	ARC: 63	63	0
KC-10	AMC: 59	59	0
	ARC: 0	0	0
KC-135	AMC: 192	192	0
	ARC: 292	293	+1

the capability to rapidly project military power abroad. AMC continually reviews its airlift and air refueling systems, initiating modification programs designed to meet the challenges posed by aging equipment, evolving doctrine, and new safety/regulatory requirements. As an example, aircraft must have increasingly sophisticated navigation and identification systems to fly in the world's most desired airspace. Eventually, only aircraft meeting Global Air Traffic Management standards will have access to the most complex airspace. AMC's aircraft do not presently meet the most restrictive requirements, limiting the ability to use the most efficient trans-oceanic air routes. This drives up operating costs and delivery/closure time to the supported theater. To meet these challenges, AMC inaugurated and is managing several large-scale initiatives to upgrade the C-5, C-

130, C-17 and KC-135 aircraft, and acquire new C-130s and C-17s.

#### C-5 Galaxy



The Galaxy provides AMC with fundamental airlift capabilities required to meet the nations strategic airlift requirements and has the significant ability to carry both outsized and oversized cargo. However, C-5 reliability, maintainability and availability have gradually declined since 1991 and it no longer meets wartime cargo delivery requirements. To correct these shortcomings, as well as GATM deficiencies, AMC is implementing a comprehensive plan covering three major modernization programs: High-Pressure Turbine Replacement, Reliability Enhancement and Re-engineering, and Avionics Modernization Program.

## Air Mobility Command Initiatives/Performance/Financial Summary

### C-130 Hercules



As of Oct. 1, 2001, the C-130 Hercules fleet totaled 697 aircraft, including 20 different models and variations in eight major commands and the Air National Guard. The aging C-130 fleet presents several major challenges. About 150 C-130s will reach the end of their service life by 2020. Older aircraft are becoming obsolete, are expensive to repair, and multiple models are more difficult and costly to support than a single model fleet.

The USAF has plans to acquire 150 combat delivery C-130s to replace the assets. The remaining C-130 aircraft will be modified to a common C-130X configuration meeting GATM and Air Force Navigation and Safety Master Plan requirements. At the beginning of FY02, 19 new C-130Js are scheduled for delivery. Boeing was awarded the C-130X contract on July 30, 2001. The first operational deliveries of the C-130X are scheduled for early FY07. The acquisition of the C-130J-30 and C-130X aircraft will ensure the United States combat delivery capabilities last well into the 21st century.

### C-17 Globemaster III



The Globemaster is AMC's core airlifter, providing both direct delivery and strategic brigade airdrop capabilities. As of October 2001 the Air Force has accepted delivery of 75 C-17s, with delivery of the last of the currently programmed 137 buy scheduled for FY05. The highly capable C-17 is widely recognized throughout the world due to its role in U.S. military deployments and humanitarian missions. Recent additional extended-range fuel tanks and ongoing GATM and Navigation/Safety upgrades are just a few of the continuing efforts to improve this premier airlift platform.

### KC-135 Stratotanker

Finally, AMC continues to modernize its KC-135 tanker fleet. The Pacer CRAG, Compass, Radar, and Global Positioning System avionics upgrade program is scheduled for completion in FY02 to be followed by GATM in FY03. Both modernization efforts will ensure tankers meet future navigation restrictions and have access to international airspace.





## **Air Mobility Command**

### **Initiatives/Performance/Financial Summary**

In FY03, GATM modernization efforts will begin, with a contract with Rockwell Collins, to ensure core tanker worldwide airspace access.

Additionally, the Multi-Point Refueling System program is upgrading KC-135 capabilities at seven active duty and Air Force reserve units. During MPRS upgrade, the tanker aircraft is modified internally to accept wing-mounted drogue/hose reels. With MPRS installed, a KC-135 can refuel U.S. Navy, Marine and Allied receivers via the probe system or refuel its traditional USAF airlift and combat air forces receivers via the boom. MPRS replaces an earlier drogue system installed over the tanker's refueling boom. The earlier system precluded boom refueling and added significant ground maintenance time for installation. One third of the MPRS kits are already installed; 45 aircraft will be modified and 33 kits deployed by FY08. MPRS provides USTRANSCOM a significant new operational flexibility and an increased economy of force, freeing up tanker assets and maintenance resources for other tasks.

### **Aircrew Training Device Modernization**

To complement aircraft modernization, AMC has undergone aircrew training initiatives to upgrade aircrew simulator training devices for C-5, C-17, C-130, KC-10 and KC-135 aircrews. Realistic simulator training dramatically improves mobility aircraft availability to fly real world missions, reduces wear-and-tear, and reduces overall aircrew-training costs. The simulators duplicate aircraft operating systems in every detail using digital sound systems, realistic motions platforms, and the latest wrap-around day, night, twilight visual display systems. Once onboard, they are so convincing, most believe they are actually airborne. We house the simulators in modern state-of-the-art training environment at Air Force facilities with classrooms, computer based training tools, mock-up and first-class instruction. Just this year we opened new facilities at Scott AFB, MacDill AFB and RAF Mildenhall. In the future, mobility aircrew training will use families of simulators that will be digitally linked together to replicate complex air refueling formations, tactics or rehearse difficult real-missions.

### **Air Mobility Enablers**

Effective air mobility means delivering the right cargo, passengers and air refueling capability to the right place at the right time. Enablers include equipment and information delivery systems supporting decision-making processes. One example of key enabling equipment is aircraft cargo loaders, so unique to AMC's mission and airframes, they are not duplicated in the commercial aviation world. Information systems are a different type of enabler, facilitating planning, tracking, planning again and redirecting resources to meet changing requirements. Enablers include processes—AMC continually reviews and upgrades its enablers and employment processes to improve support to the warfighter.

### **Equipment Acquisitions and Upgrades—Aircraft Cargo Loaders**

Aircraft cargo loaders are a critical link in the mobility process, allowing rapid, efficient upload and download of cargo onto AMC's various aircraft models and configurations.



## Air Mobility Command Initiatives/Performance/Financial Summary

### Tunner

With 164 of the required 318 Tunners delivered, AMC is well on its way to replacing its fleet of



The Tunner 60K loader. Photo provided by MSgt Randy Reynolds of HQ AMC/DOZE.

1960's vintage 40,000 lb aircraft loaders. The Tunner is capable of handling up to 60,000 lbs of rolling stock or 463L cargo pallets and loading this cargo on any type of military or commercial aircraft. With its high-reach capability, the Tunner will also replace 75 percent of the wide-body elevator loader requirements. Final delivery is scheduled for 2004.

### Halvorsen

The Halvorsen Next Generation Small Loader is the next essential equipment upgrade.

The Halvorsen will replace the 1960's vintage 25,000 lb aircraft loaders now in use, as well as the remaining Wide Body Elevator Loaders. The Halvorsen is C-130 deployable and will complement the Tunner by providing the ability to load or offload up to three pallets or rolling stock from all military and civilian aircraft, including wide-body aircraft. In June 2000 FMC Corporation of Orlando, Fla., was awarded a production contract to build 264 Halvorsens. The reliability and maintainability test was completed in August 2001 and five loaders have already been delivered.

### Information Upgrades

Accurate, accessible information enables AMC to quickly and accurately plan, track, plan again and redirect air movements in support of the warfighter. In the last few years, AMC has put substantial effort into improving its ability to move voice and data information between fixed and deployed environments, and its ability to take advantage of that information by improving decision support and planning tools. In continuing this effort, the AMC Communications Group was activated on July 23, 2001, along with its subordinate squadrons, 805th Computer Systems Squadron and 868th Communications Squadron. The Group was created to provide command-wide network operations and information services and integrated network defense. Numerous improvement initiatives with particularly noteworthy results this year are depicted below.

### Theater Deployable Communications

AMC is currently receiving Theater Deployable Communications equipment, which is a suite of communications equipment capable of being deployed on short notice and provides the same basic voice and data services that are available in a fixed-base environment. This capability includes access to both classified and unclassified networks as well as Defense Switched Network and local and long-distance telephone services. The network consists of deployable suites at Fairchild, McConnell, Grand Forks, Pope, McGuire and Travis Air Force Bases. These suites improve

## Air Mobility Command Initiatives/Performance/Financial Summary

USTRANSCOM's rapid deployment capabilities by enabling deployed personnel to communicate more quickly and efficiently in bare-base, and infrastructure augmentation environments. The TDC was successfully deployed in Bright Star 01 to support USTRANSCOM's Seaport mission and TDC



systems are currently providing communications support for Operation Enduring Freedom.

In FY02, AMC's Ground Entry Point will fully activate at McGuire AFB, N.J. The GEP is a satellite conduit for extending high-speed communications services for TDCs. Upon full activation of the GEP, the TDC network will provide AMC with the capability to support communications requirements for in-garrison training exercises and small initial deployments in the European theater.

### United States Air Forces in Europe Urgent Connectivity Requirement

Headquarters USAFE submitted an urgent requirement to provide some level of assured communications with its Mobility Air Force aircraft, flying anywhere within the USAFE area of responsibility. USAFE aircraft frequently fly into geographic areas with poor communications infrastructure, making it very difficult for the commander in chief to know where his aircraft are or to reach them with updated intelligence which would keep the aircraft from flying into harms way unnecessarily. The genesis of the need was the USS Cole incident, but has been reinforced more recently with the attack on America. Several systems are currently being evaluated to solve USAFE's needs, along with solving similar needs for PACAF and CENTAF. The goal is to field a capability, which can be procured off-the-shelf and installed with minimal, or no changes to the aircraft.

### Tactical Datalink Roadmap

The CSAF directed the Aerospace Command and Control, Intelligence, Surveillance, and Reconnaissance Center to develop a roadmap document depicting how Tactical Digital Information Link J/Link-16 will be phased into all affected aircraft to achieve full interoperability across the mission areas involved in prosecuting or supporting the warfighters in-theater. The final version, recently approved by the CSAF, identified capability requirements for the Mobility Air Forces to insure interoperability between the Combat Air Forces and Mobility Air Force. The roadmap also identified the need for a beyond line-of-sight capability to interface MAF aircraft en route to the theater of operations.

## Air Mobility Command Initiatives/Performance/Financial Summary

### Tactical Digital Information Link J/Link-16

As a follow-on action from the Tactical Datalink Roadmap development, AMC is in the early stages of documenting the MAF concept of operation for Link-16 and the requirements for procuring the necessary equipment to be installed on appropriate MAF aircraft. An integrated process team will be established to expedite the completion of the requirements document.

### Global Air Transportation Execution System

“AMC has improved the ability to track cargo and passengers by replacing isolated systems with GATES.” AMC has improved the ability to track cargo and passengers by replacing isolated systems such as the Passenger Reservation and Manifest System and Consolidated Aerial Port System, Second Generation, with GATES. GATES provides enhanced capability through a graphical user interface, captures movement data, and provides the data directly to GTN. GATES supports USTRANSCOM’s modernization goals and objectives by modernizing, integrating and replacing three primary legacy transportation systems. This integration has improved data integrity and report generation by reducing translations handling and introducing a single point for data storage.

GATES is an improvement over legacy systems since it uses Microsoft Windows’ point and click capabilities. In contrast to text-based systems, this environment reduces manual typing, decreases errors, improves data integrity and reliability, and increases user productivity. GATES integrates AIT for cargo and passenger processing. AIT further decreases manual entry, enhancing and accelerating cargo and passenger processing, reducing user errors and enhancing system integrity. GATES’ primary functions include: processing and tracking cargo and passenger information, supporting management of transportation resources, providing logistical support information, generating standard and ad hoc reports, providing message routing and delivery service for virtually all airlift data, and providing the air portion of passenger and cargo ITV to GTN. GATES also supports scheduling, forecasting and decision support.

By providing the air portion of passenger and cargo ITV information to the GTN, GATES assists USTRANSCOM in achieving its operational goals and objectives. ITV information will be available to commanders worldwide in support of war and peacetime operations.

### Global Decision Support System II

In March 2001 AMC awarded development contracts for the Global Decision Support System II. GDSS II is a major modernization and integration initiative to improve AMC command and control capability by combining the force-level functionality of the legacy GDSS and the unit-level functionality in a single, integrated system, eliminating redundant functionality; improving mission data integrity and timeliness between force and unit-level echelons; and improving reliability and increasing functionality to the user. The goal for GDSS II is to provide a common operational view of air mobility information tailored to the specific needs of headquarters force-level controllers, wing-level command post personnel, operational support users and deployed/theater users. A single mobility C2

## Air Mobility Command

### Initiatives/Performance/Financial Summary

capability will greatly reduce the need for cross-echelon training, streamline support and maintenance requirements and reduce program and operational costs. Initial fielding of GDSS II is currently scheduled for 2003.

#### Air Force Mission Support System

AFMSS is the umbrella name of three Air Force planning systems, primarily oriented to the individual user. AMC uses the Portable Flight Planning Software to meet our requirements. This is a suite of applications providing users a set of planning tools and information. These tools use National Imaging and Mapping Agency charts, imagery, terrain and aeronautical data, digitized flight performance information direct from aircraft technical orders and a variety of planning programs automating planning functions. Some of these planning functions include airdrop, air refueling and air tasking order breakout. One other capability that is gaining even greater importance is Global Air Traffic Management compliant aviation navigation databases. Our AMC specific software creates worldwide aeronautical databases for upload into aircraft systems. Aviation databases will also allow crews to upload planned flight routes, such as those provided by the TACC, and greatly reduce preflight time and workload for the crew. Aviation databases will also allow the TACC or the controlling operations center to re-task the aircraft and provide a new flight plan. Most importantly, host nations will be ensured that our databases accurately reflect their GATM requirements.



#### Advanced Computer Flight Planning

ACFP is most effective for force level and wing level planning. It can search the airspace for optimum routing or constrained optimum routing. This system automates the planning process by taking the multitude of International Civil Aviation Organization and Federal Aviation Administration flight planning rules, along with aircraft performance capabilities, a worldwide navigational database, and a worldwide forecast weather database to produce an optimized flyable flight plan. The current system's optimization provides over \$19 million in fuel cost avoidance per year and runs about 360,000 flight plans per year. Additionally, this system has a recall board for worldwide flight plan distribution. The system is currently being reengineered to take advantage of technological changes to increase throughput and improve route optimization. Reengineering will also increase ACFP's interoperability with AFMSS.



## **Air Mobility Command Initiatives/Performance/Financial Summary**

### **More Information Upgrades–Web Enabled Intelligence**

Accessing and disseminating volumes of collected intelligence information into easily usable packages is one of the intelligence professional's most demanding challenges. AMC Intel has developed "Web Enabled Intelligence" to help address this challenge. Four primary initiatives have been fielded under this initiative.

#### **Virtual Threat Assessor**

This award winning AMC/IN initiative takes a revolutionary approach to assessing and mitigating the global terrorist threat. It is a comprehensive, dynamic, multiple database tool delivering significant productivity gains through automated research and presentation of force protection information. VTA won the DoD Outstanding Antiterrorism/Force Protection Innovation Award for 2001. This tool compiles comprehensive force protection reports for over 42,000 airfields worldwide. Future enhancements include the ability to dynamically build threat assessments for approximately 100,000 transportation facilities worldwide.

#### **General Military Intelligence Gateway**

This query tool places the power of Defense Intelligence Agency's GMI database, the Modernized Integrated Database, at your fingertips, through a web browser. GMI Gateway allows research for any facility in any country worldwide. Facilities include embassies, military compounds, bridges, manufacturing plants, etc. Also included are equipment and units associated with military facilities. Significant flexibility is built into this query tool for customizing search parameters. Once your query is complete, you can display the results in multiple formats over maps, imagery or as text.

#### **On-Demand Order of Battle**

Before ODOB, obtaining worldwide threat data in support of AMC's global mission was like posing questions to the "Magic 8-ball". AMC/IN's ODOB provides threat data for approximately 260 countries in the format you specify, whenever you need it. This unique capability empowers intelligence analysts, operators, planners, information warfare professionals, and many others with a flexible, easy-to-use tool providing threat data directly to the warfighter.

#### **Phoenix Resource**

The Phoenix Resource database provides AMC headquarters and units a resource management tool to track and manage personnel, equipment, deployments, and readiness through a single web enabled process. Each unit is given ownership and responsibility for maintaining their data. Automated database analysis tools can highlight shortfalls in assets often before human eyes identify an impending problem. By providing a window to view AMC intelligence resources, managers throughout the command can optimize the use of these scarce critical assets.



**Air Mobility Command  
Initiatives/Performance/Financial Summary**



**Air Mobility Command  
Initiatives/Performance/Financial Summary**

**Air Mobility Command Operational Data**

**AMC Organic Flying Hour Program (by Business Area):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Contingency	42,089	14,450	18,917
Channel Cargo	40,714	40,408	55,947
Training	39,731	39,062	42,657
SAAM	24,334	30,924	22,802
JCS Exercise	<u>9,748</u>	<u>8,453</u>	<u>7,928</u>
Totals (flying hours)	156,616	133,297	148,251

**AMC Channel Cargo (by Customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Air Force	71,035	51,388	45,248
Army	52,966	33,906	28,227
Navy	43,940	32,790	27,397
DLA	35,913	30,999	27,966
Other	10,873	10,169	18,669
Marines	<u>5,267</u>	<u>3,922</u>	<u>3,704</u>
Totals (S/Ts)	219,994	163,174	151,211

**AMC Channel Cargo (by Commodity):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Aircraft Parts	46,889	35,712	32,402
Unaccompanied Baggage	34,381	33,602	32,344
Other Commodities	32,616	20,873	19,174
Vehicles, Machinery, Equip	31,185	19,825	21,568
Rations & Subsistence	21,215	14,786	13,030
Signal Corps & Radio Equipment	16,107	11,563	9,751
Household Goods	14,070	10,149	8,421
Construction Materials	13,428	7,167	7,353
Ship Parts, Navy	5,216	5,087	3,302
Mail	<u>4,887</u>	<u>4,410</u>	<u>3,866</u>
Totals (S/Ts)	219,994	163,174	151,211

**AMC Total Passengers (by Program):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Patriot Express	256,399	262,132	244,082
Organic Lift	66,172	65,984	73,891
“Combination” Lift (Cargo/Pax)	<u>12,591</u>	<u>10,256</u>	<u>15,232</u>
Totals (Passengers)	335,162	338,372	333,205

**Air Mobility Command  
Initiatives/Performance/Financial Summary**

**AMC Patriot Express Passengers (by Region):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
USEUCOM	108,174	101,868	101,197
USPACOM	96,219	96,185	92,122
USCENTCOM	32,889	44,296	34,519
USJFCOM	15,375	18,588	14,214
USSOUTHCOM	<u>3,742</u>	<u>1,195</u>	<u>2,030</u>
Totals (Passengers)	256,399	262,132	244,082

**AMC Patriot Express Passengers (by Customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Air Force	113,777	125,322	118,430
Army	85,477	78,337	72,773
Navy	32,604	36,479	32,371
Marines	<u>24,541</u>	<u>21,994</u>	<u>20,508</u>
Totals (Passengers)	256,399	262,132	244,082

**AMC Organic Passenger Lift (by Customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Army	24,066	30,105	32,884
Air Force	22,188	16,540	19,717
Other	11,787	11,279	10,280
Navy	6,657	6,512	9,834
Marines	<u>1,474</u>	<u>1,548</u>	<u>1,176</u>
Totals (Passengers)	66,172	65,984	73,891

**AMC Commercial Augmentation (by Business Area):**

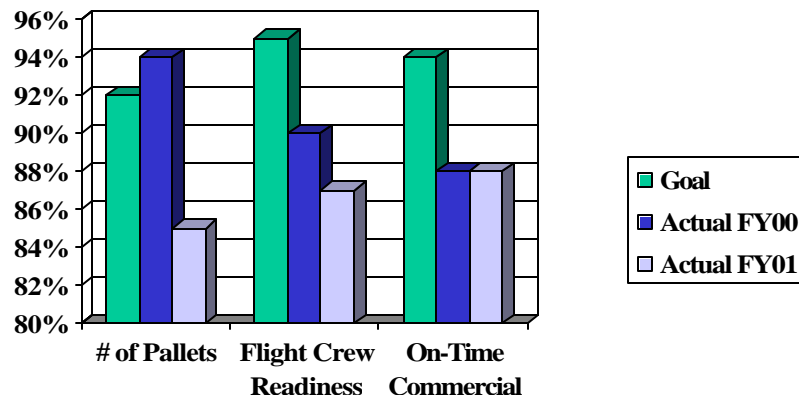
	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Passenger	\$325M	\$342M	\$363M
Cargo	\$243M	\$171M	\$141M
Combi	\$ 55M	\$ 67M	\$ 60M
Cat A	\$ 67M	\$ 53M	\$ 6M
Miscellaneous	<u>\$ 18M</u>	<u>\$ 28M</u>	<u>\$ 53M</u>
Total International	\$708M	\$661M	\$ 623M
Domestic Charter	\$ 61M	\$ 67M	\$ 73M
Domestic CRAF	\$ 0M	\$ 0M	\$ 0M
Alaska CRAF	<u>\$ 6M</u>	<u>\$ 6M</u>	<u>\$ 6M</u>
Total Domestic	\$ 67M	\$ 73M	\$ 79M
GRAND TOTAL	\$775M	\$734M	\$ 702M

## Air Mobility Command Initiatives/Performance/Financial Summary

### Air Mobility Performance Data

There are three AMC performance measures below describing cargo and passenger performance. Number of pallet positions offered versus those used on outbound CONUS channel cargo missions dropped from 94 percent in FY00 to 85 percent in FY01. Flight crew readiness dropped from 90 percent in FY00 to 87 percent in FY01 due to Air Force-wide enlisted aircrew undermanning. On-time commercial missions remained steady at 88 percent.

**FY01 AMC Performance Measures Goal vs. Actual**



### Air Mobility Command Financial Summary: Rates

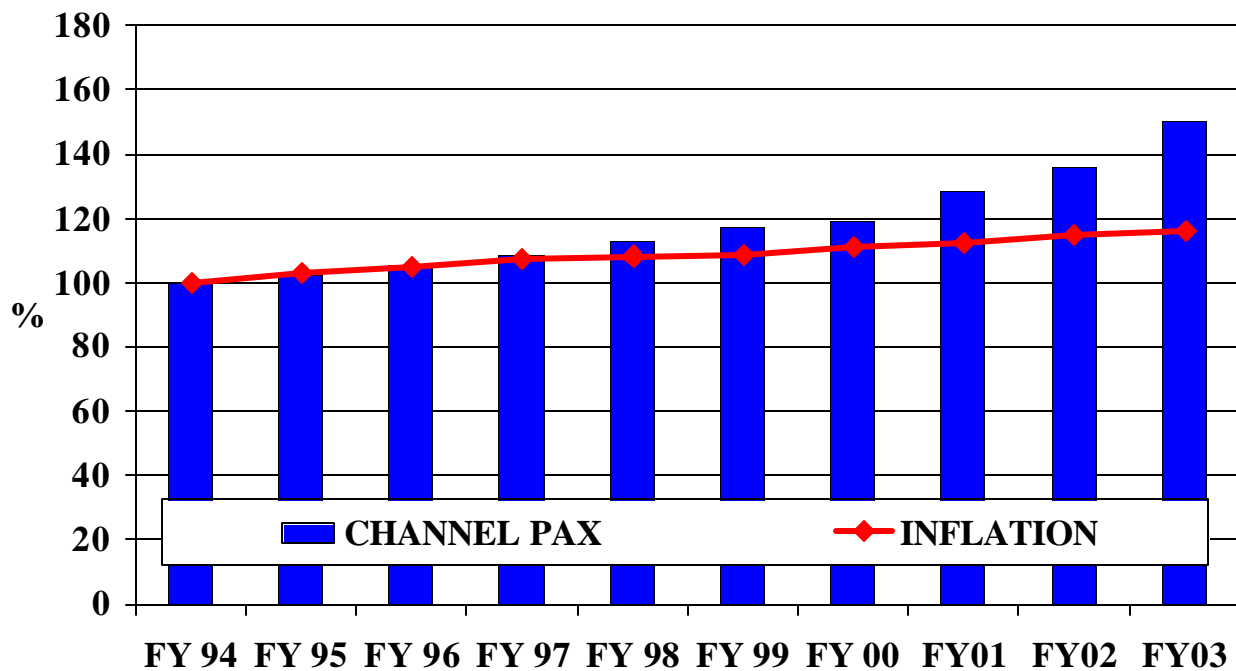
The Air Force subsidizes AMC rates with the Airlift Readiness Account, which covers the difference between revenue from customer rates and the total required revenue to break even. The ARA is computed by determining how much revenue is required, less the revenue received from customers. If AMC has a prior period gain or loss, that amount is reflected in subsequent budget year's ARA. AMC divides its billings rates into four areas: AMC Channel Pax, AMC Channel Cargo, SAAM/JCS, and Training Rate Trends.

## Air Mobility Command Initiatives/Performance/Financial Summary

### Channel Passenger

Pertains to regularly scheduled AMC airlift movement of passengers. Channel Passenger rates are set to remain commercially competitive regardless of changes in actual cost or workload. The FY01 and anticipated FY02 rate increases include the impact of fuel price increases in the commercial sector, which were used as a basis for a competitive rate comparison. Additionally, in FY02, AMC will align rates with commercial "Y Class" rates on routes not supported by GSA City Pairs.

### AMC Channel Passenger Rate Trends



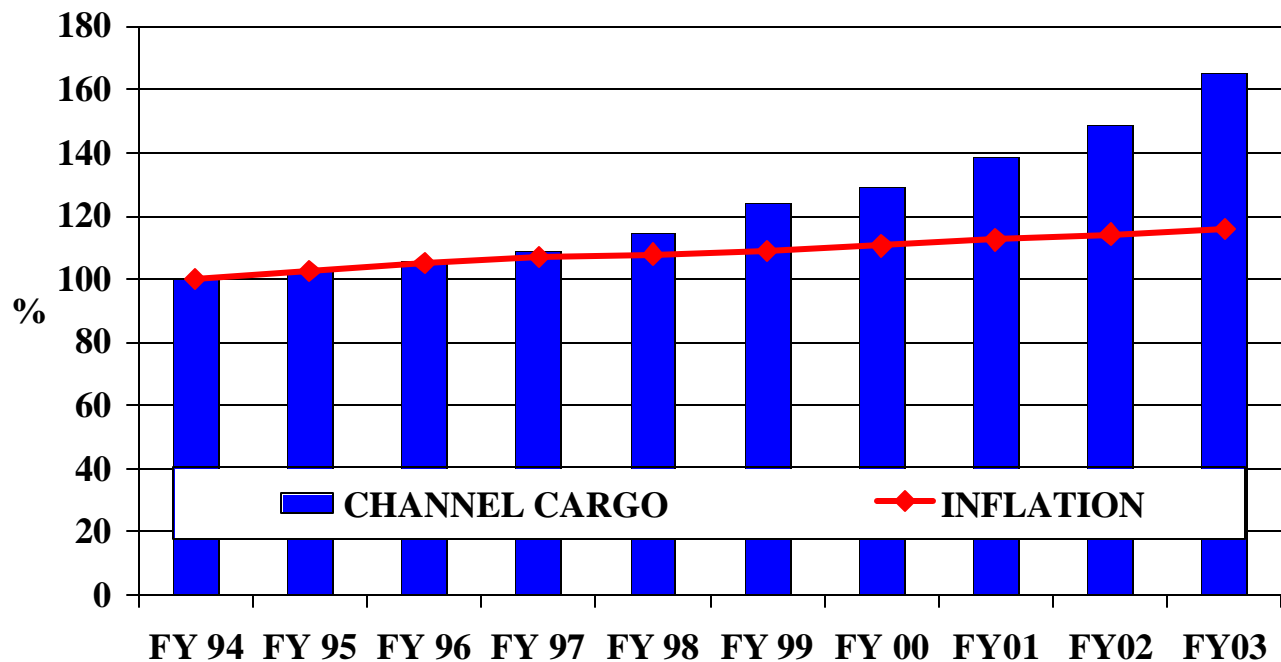


## Air Mobility Command Initiatives/Performance/Financial Summary

### Channel Cargo

Pertains to regularly scheduled AMC airlift movement of cargo. Channel Cargo rates are set to remain commercially competitive regardless of changes in actual cost or workload. Increases above 1.6 percent for FY00 are a direct result of correcting unaccompanied baggage rates to make them comparable to commercial rates. The FY01 and anticipated FY02 rate increases include the impact of fuel price increases in the commercial sector, which were used as a basis for a competitive rate comparison.

**AMC Channel Cargo Rate Trends**



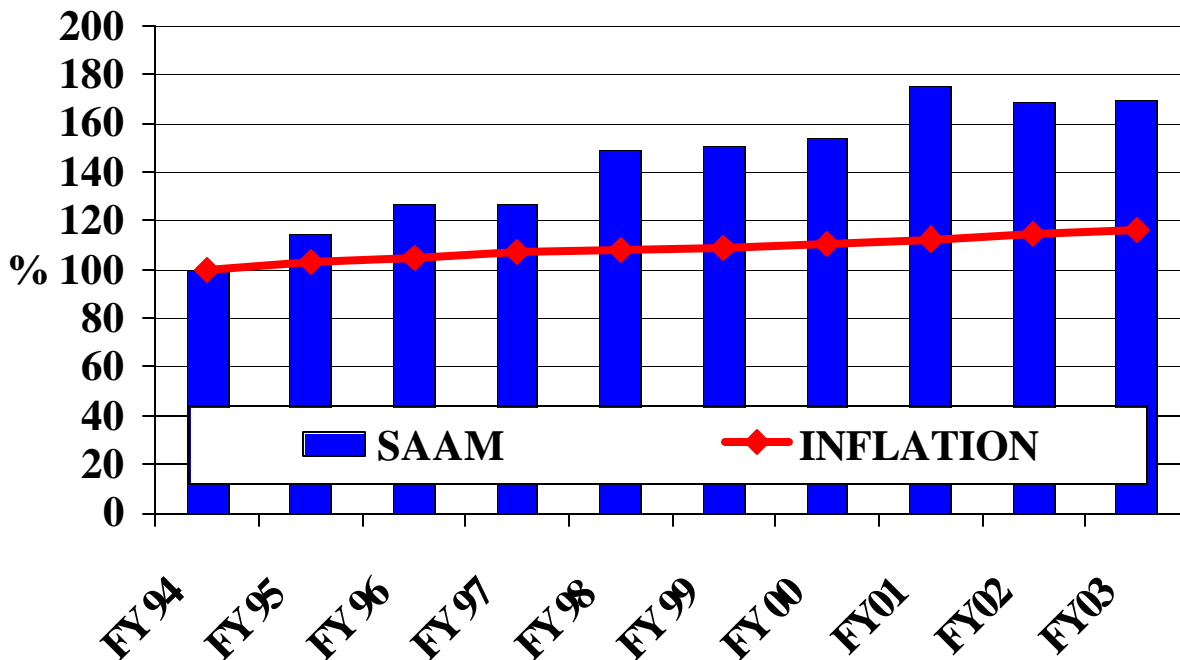
## Air Mobility Command Initiatives/Performance/Financial Summary

### SAAM/JCS Exercises

SAAMs are not regularly scheduled (as is the case with channels), and the customer “rents” the whole aircraft. JCS Exercises are similar to SAAMs but the aircraft is chartered exclusively for JCS exercises. Rates recover approximately 91 percent of cost as AMC does not charge the full cost for SAAMs and JCS Exercises. We believe that the rates should not be designed to recover full cost since the hours flown serve the dual purpose of satisfying a customer airlift requirement (the cost reflected in the rates) and provide training in support of wartime strategic mobility requirements (the cost of which is reflected in the ARA).

FY00 SAAM and JCS Exercise rates increased as a result of inflation, workload decreases (flying hour changes), and the cash and capital surcharges. These increases were partially offset by other programmatic decreases and price decreases for depot maintenance and fuel. The FY01 rate increase for SAAM/JCS Exercise is the result of standard inflation, working capital fund price increases, C-5 maintenance programs, and flying hour/workload decreases. These increases were partially offset by the elimination of the cash and capital surcharge. The anticipated FY02 SAAM/JCS Exercise rate decrease is due to a decrease in Travel and Facility Maintenance costs, a decrease in fuel and military augmentation prices, and changes in aircraft mix-- more military augmentation and C-17 hours and less C-141 hours.

**AMC SAAM/JCS Rate Trends**



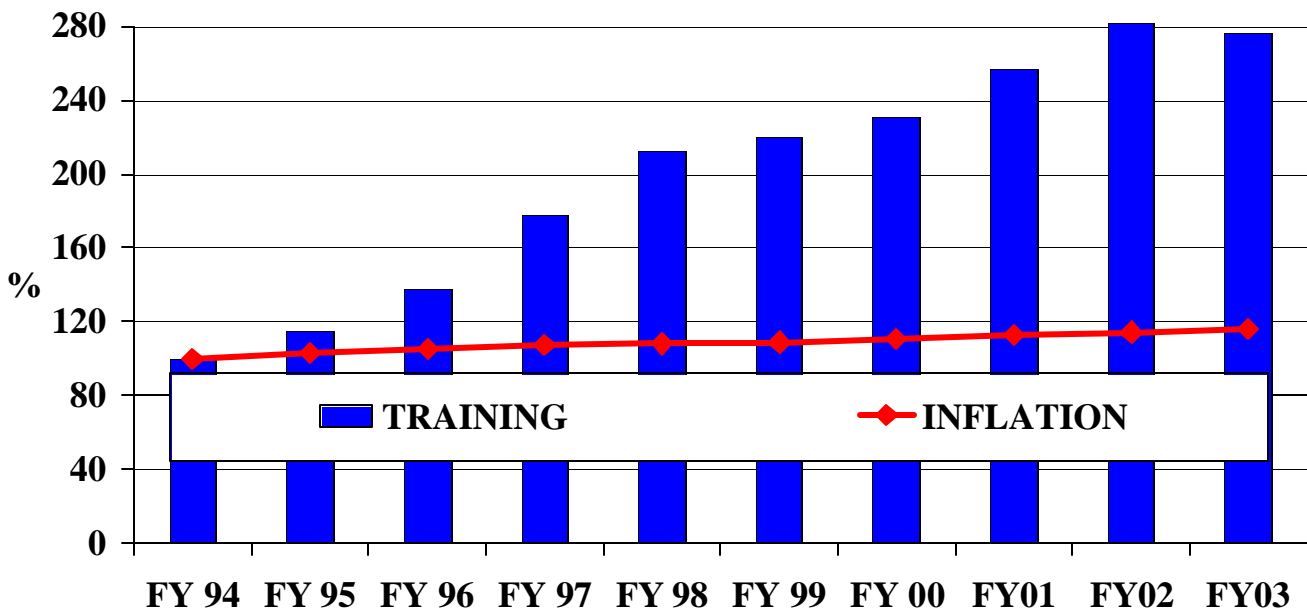
## Air Mobility Command Initiatives/Performance/Financial Summary

### Training

Pertains to AMC/Air Force reserve crew Test, Training, and Ferry and Joint Airborne Air Transportability Training. The Air Force is the only customer and (effective FY97) is charged at full cost.

FY00 Training rates increased as a result of inflation, workload decreases (flying hour changes), and the cash and capital surcharges. These increases were offset by other programmatic and price decreases for depot maintenance and fuel. Training rate increases are higher than SAAM/JCS Exercise rates because the training rate recovers full cost while the SAAM/JCS Exercise rate recovers approximately 91percent of cost and aircraft mix. The FY01 training rate increase was the result of standard inflation, working capital fund price increases, C-5 maintenance programs, and flying hour/workload decreases. These increases were partially offset by the elimination of the cash and capital surcharge. The anticipated FY02 training rate increase is due to standard inflation, depot maintenance and DLR price increases, retirement of the C-141 (fewer hours resulting in higher fixed cost per hour), and additional C-17 engine CLS and C-5 PDM costs (Note: difference between SAAM/JCS and training rate change is aircraft mix). Training rates are set at 100 percent cost recovery.

### AMC Training Rate Trends

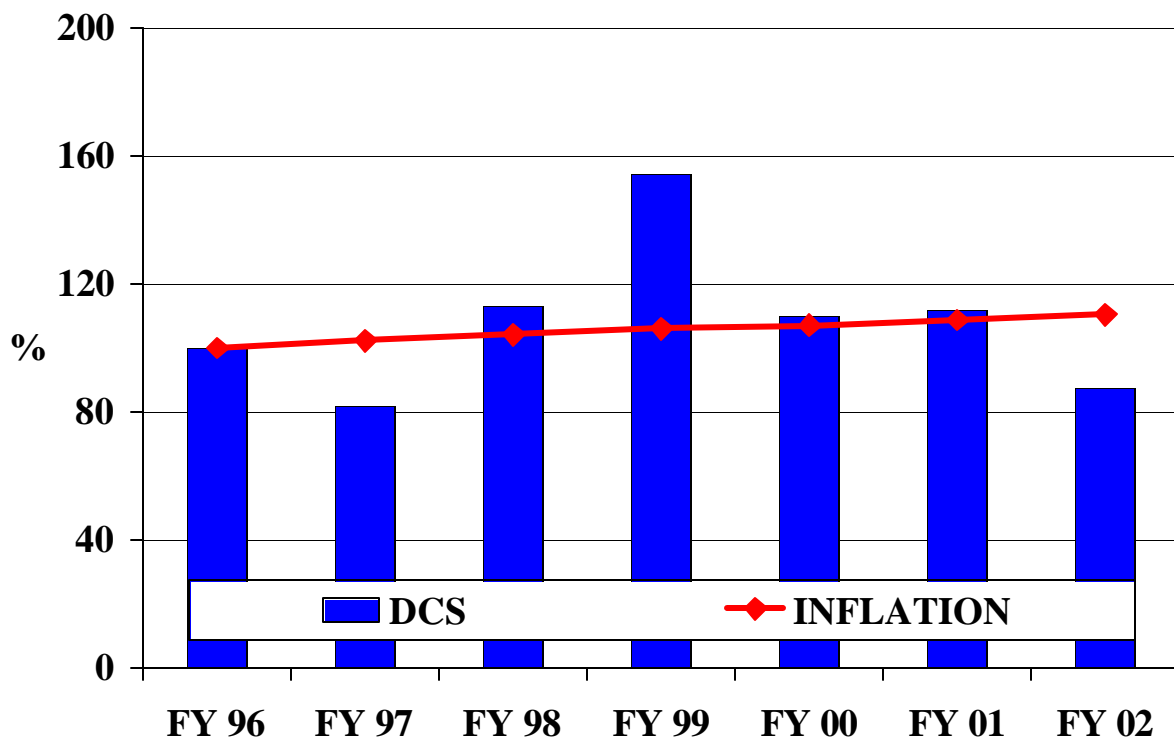


**Air Mobility Command  
Initiatives/Performance/Financial Summary**

**Defense Courier Service**

Rates for movement of classified material by the DCS are based on pounds delivered. Customers are charged the same rate per pound no matter where materials are entered into the DCS system. The FY02 anticipated rate decrease is due to return of prior year profits.

**AMC DCS Rate Trends**



## Military Sealift Command Initiatives/Performance/Financial Summary

### Military Sealift Command Initiatives

The MSC fleet contains approximately 120 active ships: 31 Naval Fleet Auxiliary Force Program ships, 30 Special Mission Program ships, 41 Prepositioning Program ships and roughly 20 Sealift Program ships. Only ships in the Sealift and Prepositioning Programs (after they have discharged their prepositioning cargo and are released to the common-user fleet) are under USTRANSCOM's combatant command. The others have federal government and Navy-specific missions. MSC also has a surge fleet of eight Fast Sealift Ships and eight large, medium-speed, roll-on/roll-off ships in reduced operating status and has access to a fleet of ships called the Ready Reserve Force. At the end of FY01, the RRF had approximately 76 ships maintained in ROS by the U.S. Maritime Administration. When activated, these ships come under the operational control of MSC.

### Sealift Program

The MSC Sealift Program includes three areas: Cargo (dry), Tanker (petroleum, oil and lubri-



cants), and Surge (government-owned dry cargo ships that supplement the Cargo and Tanker Programs for exercises, contingencies, and war). Dry cargo is measured by volume in M/Ts and is shipped by a mix of commercial and Government-Owned, Contractor-Operated lift. Commercial vessels under contract with MSC conduct all liquid cargo shipments.

T-AKR 305, the sixth of seven Bob Hope-class large, medium-speed, roll-on/roll-off ships, is pictured moments after being christened USNS Brittin Oct. 21 at Litton Avondale Industries in New Orleans, La. The 950 foot-long ship, one of the largest in the Navy fleet, will carry military equipment and supplies.

The Sealift Program meets the challenges of fiscal constraints with strategic planning and creative partnerships with customers. In FY01, MSC cargo ships delivered more than 843,000 M/Ts of cargo and 5.3 million L/Ts of petroleum products in support of U.S. forces worldwide. MSC also continues to take advantage of the immense carrying capacity of LMSR ships. As a cost-saving measure, the Cargo Project Office attempts to work these ships into exercise and operation schedules such as Exercise Bright Star, Operation Southern Watch and JLOTS exercises. Using these ships in a realistic manner provides an opportunity to discover problems and fix them before their warranty periods expire.

Part of Sealift Program readiness is to respond - or surge - with extra ships in a crisis. For surge sealift, MSC first looks to the U.S. commercial market to charter ships. If suitable U.S. flagged ships are not available, government-owned FSS, LMSR, or RRF ships are activated.

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## **Military Sealift Command Initiatives/Performance/Financial Summary**

### **Ready Reserve Force**

MSC works closely with MARAD to support improvements to the RRF, an essential part of our nation's surge sealift capability. Expanding the capacity of seven RO/RO vessels added more than 250,000 square feet of sealift to the RRF. The final of seven scheduled conversions was completed in August 2001.

### **Prepositioning Program**

MSC manages prepositioning ships that are placed in strategic areas around the world. They are loaded with equipment to sustain Army, Navy, Marine Corps, Air Force and DLA operations. When these ships deliver their equipment ashore, operational control may be transferred to add their capacity to the common-user pool under USTRANSCOM.

FY01 saw the delivery of two more LMSRs into prepositioning service: United States Naval Ship Watkins and USNS Pomeroy. These ships join USNS Watson, Dahl, Sisler, Red Cloud, Charlton, and Bob Hope. Each of these new vessels is capable of carrying more than 385,000 square feet of cargo on six cargo decks and provides RO/RO capability via slewing stern ramps and movable ramps that service side ports. The ships will be used for Army prepositioning.

MSC also chartered two large container ships to carry Army ammunition. Each ship carries 2,500 TEUs. These ships replaced the LASH ships that carried breakbulk Army ammunition, preloaded aboard barges.

### **Industry Outreach**

To take maximum advantage of sealift capacity available in commercial industry, MSC implemented VISA in 1997. VISA implementation continued during FY01, building on the strategic partnership between the federal government and maritime industry. The VISA Executive Working Group, comprised of DOD, DOT, and industry representatives, developed methods to improve payment to carriers during contingencies, increasing the speed and effectiveness in activating VISA contracts. The group also developed a vision for contingency contracts.

MSC also leads the Charter Working Group which develops contingency contracts for charter vessels (i.e., ships hired for a period of time or a particular voyage). In addition, MSC works with MTMC, the USTRANSCOM component that leads the VISA Contingency Contract Working Group, to develop contingency contracts for liner ships (i.e., ships that operate between scheduled ports of loading and discharge on a regular basis).

### **Customer Outreach**

MSC participated in numerous command post exercises and field training exercises during FY01 to support the Navy's fleet, the theater CINCs, and the JCS. Many of these events involved providing routine cargo movements and off-loading operations, including joint transportation exercises

## **Military Sealift Command**

### **Initiatives/Performance/Financial Summary**

involving prepositioned ship off-loads and JLOTS live exercises. The ability to conduct off-load operations via lighterage without permanent port facilities and infrastructure is an absolutely essential military capability for the DOD's global mobility in both peace and war.



USNS Pomeroy stretches her sea legs during her sea trial July 31 off the coast of San Diego, Calif. The large, medium-speed, roll-on/roll off ship was delivered to MSC Aug. 14 from National Steel and Shipbuilding Company. She is the seventh of eight Watson-class LMSRs. Photo by Ken Wright.

**Military Sealift Command**  
**Initiatives/Performance/Financial Summary**

**Military Sealift Command Operational Data**

**MSC Tanker Program:**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
POL (L/Ts)	6,209,477	5,172,780	5,351,618

**MSC Tanker Program (by Customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Defense Energy Supply Center (DESC)	6,151,320	5,147,814	5,351,618
Air Force	<u>58,157</u>	<u>24,966</u>	<u>0</u>
Totals (L/Ts)	6,209,477	5,172,780	5,351,618

**MSC Tanker Program (by Region):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
USPACOM	2,765,609	2,893,472	2,661,197
USSOUTHCOM	1,369,773	1,050,679	0
USEUCOM	1,116,791	56,026	1,573,011
USCENTCOM	559,723	1,119,346	1,117,410
USJFCOM	<u>397,581</u>	<u>53,257</u>	<u>0</u>
Totals (L/Ts)	6,209,477	5,172,780	5,351,618

**MSC Cargo Program:**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Cargo (Non-Organic)	1,136,613	739,770	736,963
Cargo (Fast Sealift/Organic)	<u>551,792</u>	<u>33,805</u>	<u>106,466</u>
Totals (M/Ts)	1,688,405	773,575	843,429

**MSC Cargo (by Customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Other	776,054	329,612	462,401
Army	698,169	285,586	240,194
Navy	124,447	89,151	86,082
Air Force	67,111	53,688	42,984
Marines	<u>22,624</u>	<u>15,538</u>	<u>11,768</u>
Totals (M/Ts)	1,688,405	773,575	843,429

**Military Sealift Command  
Initiatives/Performance/Financial Summary**

**Military Sealift Command Financial Summary: Rates**

MSC divides its billing rates into four areas:

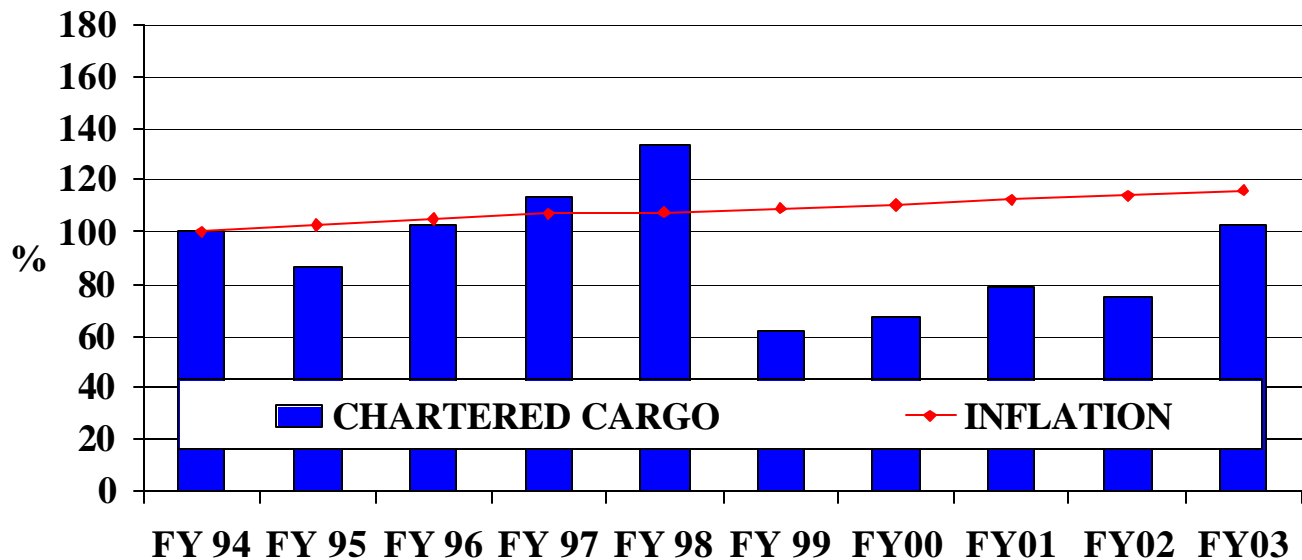
1. Chartered cargo
2. POL
3. Strategic surge
4. Non-Navy afloat prepositioning force

**Chartered Cargo**

Applies to MSC movement of cargo on chartered ships. Moves cargo that is not suitable for MTMC liner agreements. All military services are customers of this output.

The FY01 rate increase is due primarily to the recoupment of the FY99 loss from Kosovo operations and increased fuel prices. The FY02 rate decrease is due to return of prior year profits offset by a cash surcharge. The FY03 rate increase is due to recoupment of FY01 and FY02 losses caused by unbudgeted loss of workload.

**MSC Chartered Cargo Rate Trends**



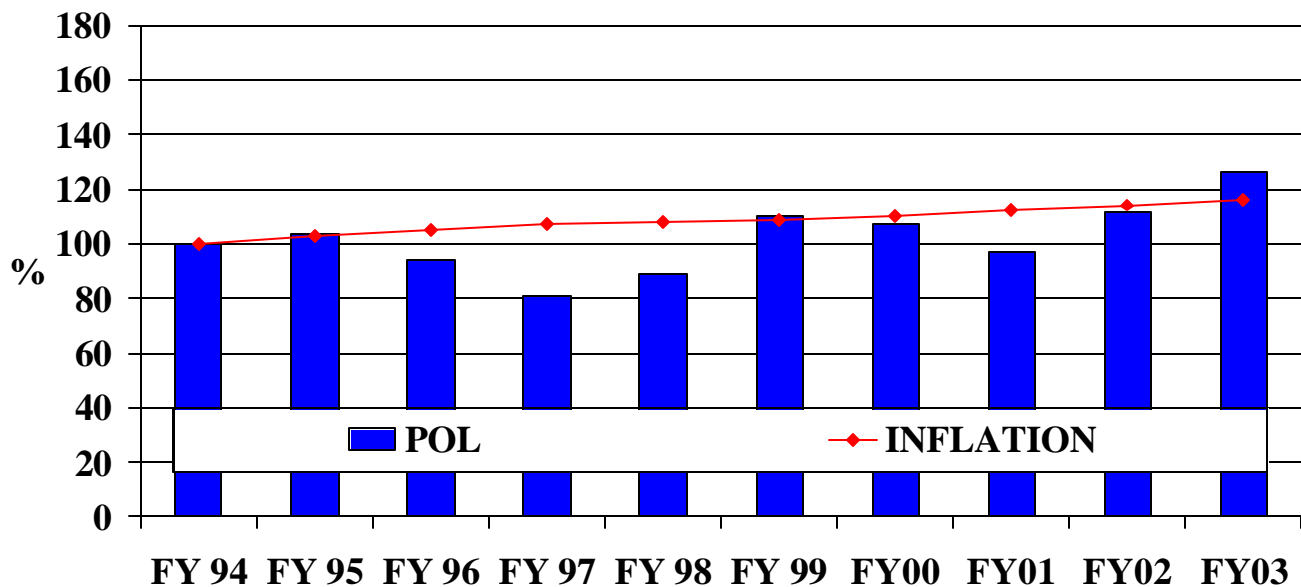
## Military Sealift Command Initiatives/Performance/Financial Summary

### Petroleum Tankers

This rate applies to MSC movement of DOD fuel. The Defense Energy Support Center, through the Defense Logistics Agency, is the customer of this output.

The rate decrease in FY01 reflected a return of profits from unexpectedly profitable spot charters largely in support of Kosovo. The FY02 rate increase was due to recoupment of prior year losses and a cash surcharge. FY03 rate increase is due to recoupment of FY01 losses caused by increased ship maintenance and repair, increased spot charters, and two more overhauls in FY03 than in FY02. FY04 rates should drop significantly due to unexpectedly higher revenues from the increased workload for Operation Enduring Freedom and the potential savings if the T-5 tankers are purchased by the government in FY03.

### MSC POL Rate Trends





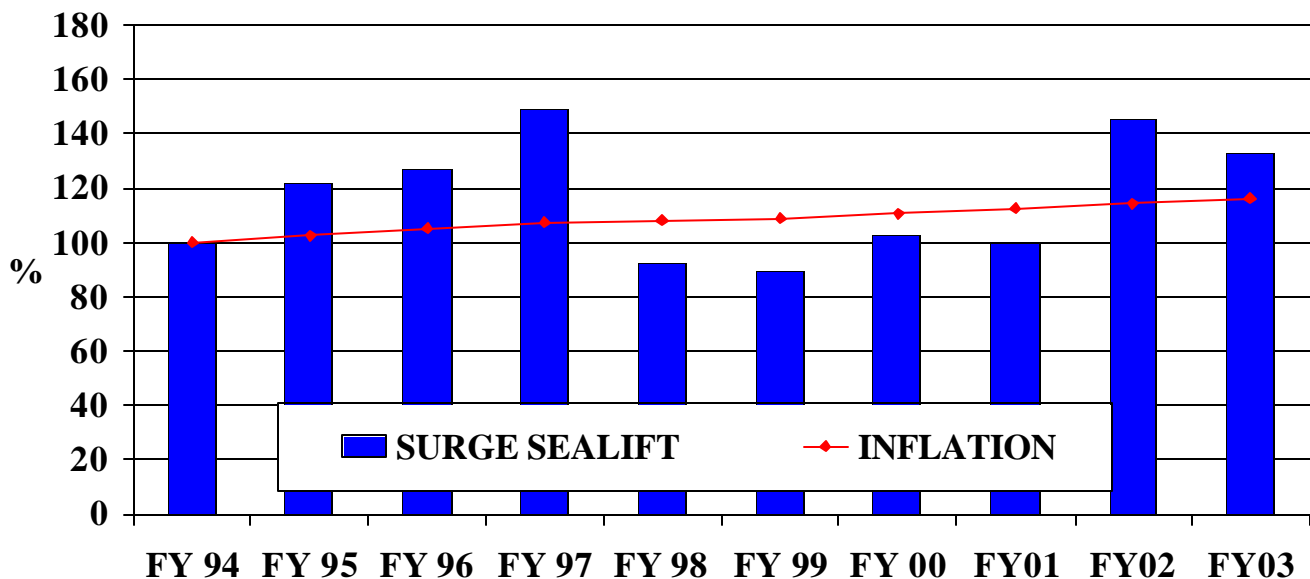
## Military Sealift Command Initiatives/Performance/Financial Summary

### Strategic Surge

This rate applies to eight surge Fast Sealift Ships and eight Large Medium Speed Roll-On/Roll-Off vessels managed by MSC, kept in Reduced Operating Status and used by the JCS in support of exercises and for contingency operations. The Navy funds ROS cost, while the user pays incremental costs when vessels are activated for exercises or contingencies. JCS and Navy are the primary customers of this output.

The FY01 Surge rate decreased due to return of unexpected profits through FY00. FY02 Surge rate increase was due to recoupment of prior year losses and a cash surcharge. FY03 rate decrease is due to the elimination of additional sea trials approved in FY02 rate and a 16 percent increase in ship days for additional surge LMSR deliveries that provide a larger base over which to spread the program's fixed costs.

### MSC Surge Rate Trends



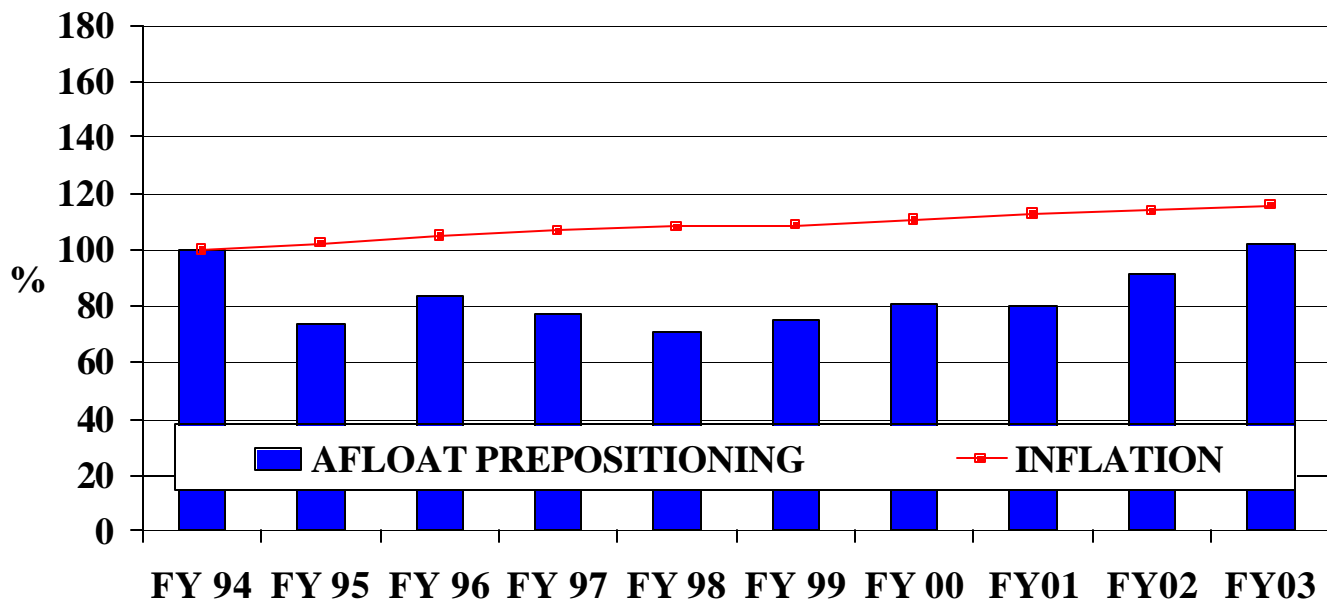
## Military Sealift Command Initiatives/Performance/Financial Summary

### Non-Navy Afloat Prepositioning Force

MSC manages Army, Air Force, and Defense Logistics Agency afloat prepositioned assets.

The FY01 rate decrease is due to reduced contract costs, a decrease in overhead applied to this output, and decreased vessel maintenance. The scheduled FY02 rate increase is due to a full year's operation of the prepo LMSRs and a cash surcharge. FY03 rate increase is due to the addition of another Air Force prepo ship offset by reduced maintenance and repair, overhauls, and no new LMSR deliveries in the Army prepo program.

### MSC Non-Navy Afloat Prepositioning Force Rate Trends



## Military Traffic Management Command Initiatives/Performance/Financial Summary

### Military Traffic Management Command Staff Initiatives

During FY 01, MTMC continued to improve its operations through internal reorganizations and outreach to customers and industry, as well as process improvements and upgrades of systems and infrastructure.

#### Worldwide Port Operations

MTMC serves as DOD's single port manager and maintains a presence at 24 water ports throughout the world, including two containerized ammunition ports. MTMC moves approximately 9.5 million measurement tons of cargo annually.



Embargoed food containers released for U.S. military forces await shipment in Rotterdam, the Netherlands.

#### Internal Reorganization

During FY 2001, MTMC continued the streamlining initiatives that started the year before. Beginning Oct. 1, 2000, the headquarters reduced its organizational structure and support processes. At the same time, MTMC standardized the military and civilian staffing at its 24 water ports. Under the reorganization, all finance work became the responsibility of MTMC Headquarters. The overall impact was the reduction of approximately 60 authorized positions, many in finance, personnel, and supply positions in the field transportation battalions.

Another part of the reorganization was the standardization of MTMC's transportation units. The reorganization focused on two major MTMC organizational structures: MTMC's twin command groups: the 598th Transportation Group in Rotterdam, the Netherlands and the 599th Transportation Group, Wheeler Army Air Field, Hawaii; and MTMC's operational battalions, companies, and detachments in the United States and around the world. The groups were reorganized to near-similar structures and job titles. MTMC battalions were reorganized into standard 26-member organizations. The battalion's subordinate company and detachment units were also affected.

In March 2001, MTMC announced an initiative to further reorganize the command through the deactivation of the DSC, Fort Eustis, Virginia, in November 2001, and its conversion as the MTMC Operations Center. The change will result in a split headquarters, with the Operations Directorate located at Fort Eustis, and the remainder of the Headquarters stationed at the Hoffman II Building in Alexandria, Va. The Army approved the reorganization plan in June 2001 and the process will be complete in June 2003.

## Military Traffic Management Command Initiatives/Performance/Financial Summary

### Customer Outreach

#### Strategic Distribution Management Initiative



Equipment belonging to a task force of the 101st Airborne Division bound for peacekeeping duty in Kosovo is staged at Burgas, Bulgaria.

MTMC's role in strategic distribution was critical to expediting surface transportation freight shipments throughout the world. MTMC manages surface transportation improvement efforts for USTRANSCOM and DLA as part of the Strategic Distribution Management Initiative. This initiative started one year ago with a concentration in EUCOM and CENTCOM. When the initiative started, it took an average of 64 days to ship supplies and spare parts from Pennsylvania to Germany. After freight handling improvements, the average time dropped to 51 days. Similar improvements took place in CENTCOM.

During 2001, MTMC exported the SDMI lessons learned to PACOM, SOUTHCOM and JFCOM. In PACOM, a 28 percent drop in shipping times has been recorded. Some of our customers have already achieved the targets set for them including military units and installations in Guam and Japan. A big part

of these successes has been working closely with the customers and understanding their needs. In some cases, obsolete business practices were dismantled. As an example, delayed movement of shipping containers from ports to receiving warehouses resulted in late deliveries to customers. Some containers were held at the ports until detention or demurrage charges began accumulating. MTMC reviewed distribution processes with its customers and achieved dramatic changes relatively quickly. Shipments in SOUTHCOM have also shown increased speed. MTMC has improved shipping times by 23 percent over the calendar year 2000 baseline. Faster freight shipments have also been recorded in JFCOM – up to 19 percent faster than in 2000.

#### One-Time-Only Shipments

Continued improvements were realized in the One-Time-Only shipments. The processing for OTOs was reduced from 35 to 5 days. The number of orders has been reduced through expansion of MTMC's Ocean Carrier contracts such as the Universal Services Contract. In the first six months of 2000, MTMC processed 643 OTO orders. However, amendments in the USC02 have added new routes and new services. As a consequence, the number of OTO contracts was reduced by 43 percent, to 363, for the same period in 2001. It is expected they will drop even more in 2002 with the introduction of USC03. This contract may cut the remaining OTO contracts by another 50 percent.

## **Military Traffic Management Command Initiatives/Performance/Financial Summary**

### **Universal Services Contract 03**

For the second straight year, MTMC has improved its contract that provides liner services world-wide. MTMC awarded its USC03 on July 14, 2001. The \$325 million best value contract began Sept. 1 and included shipments to over 130 countries worldwide. The bulk of the contract benefits eight U.S. Flag carriers. The contract reflects a 6 percent reduction in last year's contract rates. In addition, freight rates have been simplified. While last year's contract had 25,000 different rates, the USC03 contract has about 10,000.

USC03 is a smaller, simpler and easier to use contract. The contract also represents a tremendous savings to the taxpayer. It will cost about \$17 million less than last year's contract and yet has comparable shipments. This is due in part to MTMC receiving the benefit of a favorable ocean carrier market. In addition, the USC03 contract is a best value contract. In several instances, carriers were awarded cargo based on their superior service— not lowest cost. The one-year contract provides for the movement of a forecasted 100,000 containers and 300,000 M/Ts of break bulk cargo on a world-wide basis.

The USC03 contract is also the largest single contract for commercial liner service for DOD cargoes. Carriers are guaranteed cargo in the contract for major routes and customer service contracts. Several hundred DOD shippers use the contract to meet their transportation requirements. It requires carriers to provide best quality service on a consistent basis to deliver products on time and without loss and damage.

Many destinations were formerly served with time-consuming OTO negotiated awards. This expansion adds to the contract a number of low-volume and remote U.S. military locations and embassies worldwide. U.S.-Flag carriers who will participate in the contract include: APL, Maersk Lines, Lykes Lines, Farrell Lines (P&O NedLloyd), Central Gulf Lines and American RO/RO Carriers. Two other U.S. Flag carriers are listed on the contract, but without minimum volumes: Waterman Steamship Corp. and Matson Navigation Company.

### **Industry Outreach**

In FY01, MTMC continued its Industry Day Program of one-on-one meetings with industry partners. These meetings allow industry representatives the opportunity to educate MTMC on their business practices and bring up initiatives for DOD consideration. MTMC, in turn, shares the command's procurement, operations, and customer service strategies. Participants include representatives from the air, ocean, rail, motor, express, and car rental industries; government agencies; and carrier associations.

MTMC continues to pursue plans to use FAR contracts for domestic freight movements. These movements are currently handled under non-FAR Guaranteed Traffic agreements. The transition to contracts is part of MTMC's overall goal of adopting commercial practices. The first contract will be for traffic originating at Defense Depot, Hill AFB, Utah.



## **Military Traffic Management Command Initiatives/Performance/Financial Summary**

### **Streamlining Freight Carrier Qualification**

MTMC is streamlining the process of carrier qualification through the command's web site, making it easier to qualify to be a DOD-approved freight carrier. What used to take several weeks may soon be accomplished in 24 to 48 hours. The goal is to bring in more qualified carriers in a faster, paperless fashion and to reduce the bureaucracy a qualified carrier is confronted with when trying to haul DOD freight. Carriers in the following categories will qualify: common, hazardous materials, bulk fuel, shipper agents, freight forwarders, air freight forwarders, brokers, and transportation protective services.

DOD has required a qualification program since 1991. The impetus for the change comes from the new technology available. No longer will MTMC maintain file cabinets filled with the qualification packets of MTMC's 600 carriers. It will be an entirely web-based, automated process that will work closely with DOT. To announce the changes, MTMC briefed industry trade associations and organizations.

In the past, prospective carriers have complained about the difficulty of qualification and the steps required for completion. The streamlining includes reducing the steps and requirements for carrier qualification via web application. Formerly, the qualification took 13 individual forms and certifications. Now the qualification will require just three documents. Among the steps that have been cut are duplicate requirements of both MTMC and DOT. MTMC has now cut these steps from DOD qualification. In addition to making qualification easier, the new program should attract more quality carriers interested in doing business with DOD. The carrier certification process will be published in MTMC Rules Publication 1-B. Previously, the regulation was found in 32CFR, Part 619.

### **MTMC Automatic Fuel Surcharge Policy**



MTMC's new automatic fuel surcharges make a big impact on trucking operations

In late May 2001 truckers hauling freight for MTMC received a 2 percent boost in their fees. In other words, a \$1,000 shipment rated a \$20 fuel surcharge. MTMC implemented the policy last January to help shoulder the burden many DOD freight and household goods carriers face with the rising cost of fossil fuels.

### **Third-Party Logistics**

In July of 2001 MTMC began a third-party logistics pilot program to move military freight. MTMC awarded a \$33M contract to the Houston-based Eagle Global Logistics to handle selected military freight in three Southeastern states. EGL will manage most military freight shipments outbound from military installations in Alabama, Florida and Georgia. The contract period runs from July 16, 2001 – July 15, 2002, with two one-year renewable terms. Currently, DOD moves its freight on a global basis via transportation offices at different installations. MTMC's request for a proposal drew interest from 111 firms. Twelve firms made contract bids. The award was made on a best value basis, considering price and trade off of quality of services.

## **Military Traffic Management Command Initiatives/Performance/Financial Summary**

DLA is one of the pilot's biggest customers with an estimated 60 percent of the freight to be moved. The agency has four depots in the test region: Albany, Ga.; Jacksonville, Fla.; Warner Robins AFB, Ga.; and Anniston, Ala. The test region includes 28 military transportation offices and depots in those three states. The offices handle an estimated 50,000 shipments annually. The 28 offices include Army, 7; Navy, 8; Air Force, 4; Marine Corps, 1; DLA, 7; and MTMC, 1.

### **Passenger and Personal Property Movements**

#### **Passenger Services**

The Command's chief priorities are the lives and safety of military service members and DOD employees traveling on official business. MTMC manages all aspects of travel services from Army commercial travel contracts to ground passenger service agreements.

#### **Group Movements**

MTMC continued to maintain reliable and timely passenger movements. The Group Operational Passenger System supports group movements for DOD passengers worldwide. It provides a competitive bidding process to ensure the timely procurement of best value carriers. Large rotations of military personnel to military training centers and mobilization stations for deployment to overseas contingencies is just a part of our day-to-day operations. Assisting carriers and transportation offices in resolving both air and surface payment problems related to group movements demonstrates MTMC's commitment to our industry partners.

As the special assignment airlift validator for the Army, we also processed missions to support DOD efforts in drug interdiction and humanitarian de-mining. Our mission is to provide the topnotch customer service DOD deserves, with best value transportation in a timely, cost effective method.

#### **Recruit Movements**

MTMC shipped over 240,000 recruits and prior service members in FY 01. To better serve these customers, passenger Standing Route Orders will be available on the web in mid-October 2001. Future initiatives will allow carriers to view the Guaranteed Traffic Solicitation and submit bids via the web for the Guaranteed Traffic Program. Web submission will enhance our ability to provide carrier and customer satisfaction.

#### **Military Bus Program**

For more than a decade, MTMC has managed van, limousine, and motor coach carriers under the Military Bus Program. The carrier requirements for program approval surpass the DOT federal highway standards. Approximately 487 bus, van, and limousine carriers are approved under the MBA to transport DOD passengers. We monitor passenger company performance and compliance with the MBA and federal passenger safety standards.

## **Military Traffic Management Command Initiatives/Performance/Financial Summary**

### **Car Rentals**

MTMC has managed the car rental program since 1986, and is currently doing business with 37 approved car rental companies. During FY01 MTMC approved two new companies. In addition, the 6th amendment to the U.S. Government Car Rental Agreement Number 2 was implemented on November 1, 2001, to reflect a change in the language. The renter is in violation of the Agreement if an accident is due to negligence on the part of a Government driver where there is credible evidence of such negligence, such as a police report citing the driver for a traffic violation. Item 11 of the Agreement is revised to read that the renter will notify the company of any accident, obtain a police report (if available), and will fill out a company accident report when requested to do so.

### **Truck Rental Program**

MTMC launched the U.S. Government Truck Rental Program in August 2000 due to the growing number of customers needing trucks to transport equipment for government conferences and meetings. Rentals under the program are also available for do-it-yourself moves. There are currently two approved truck companies, one of which joined the program in FY01.

### **Travel Services Branch**

MTMC is soliciting for new CONUS Army travel services for Defense Travel Regions One, Two, Four, Five, and the National Capital Region. The Request for Proposal was released May 3, 2001, with an award date of Feb. 1, 2002. The Army's RFP requires the Contracted Travel Office to provide online booking capabilities. The performance period is one base year plus eight six-month option periods. Current estimated travel volume is projected to be approximately \$471 million annually.

The current DTR 3 becomes the new Defense Travel System Region 6 and has been awarded to TRW with American Express providing travel services. American Express will service this Region when the existing Commercial Travel Services Contract expires. We are working jointly with the DTS Project Management Office to implement travel services only, without connectivity to the Common User Interface. MTMC has done a six-month Justification and Approval to allow time for implementation and phase-in of the DTS DTR 6 contract.

### **DOD Personal Property Program**

MTMC is responsible for the movement and storage of personal property for all the military services and the USCG. Movements are made via air, land, and water, at an annual cost of \$1.8 billion. Highlights of this program are as follows:

## **Military Traffic Management Command Initiatives/Performance/Financial Summary**

### **Inconvenience Claims**

Disputed claims by the carrier regarding out-of-pocket expenses incurred by the service member due to late arrival of a member's shipment are forwarded to MTMC for assistance in resolving the dispute. During FY01, approximately \$95,000 has been recouped for payment to our service members.

### **Reimbursement for Loss and/or Damage**

Military service claims offices forward high-loss and/or damage personal property claims to MTMC. In turn, a letter is forwarded to the responsible carrier requesting full reimbursement to the service member. Five requests for reimbursement were submitted to carriers in FY01, resulting in the recoupment of \$58,106 for our service members.



MTMC manages an average of 500,000 DOD service member moves a year.

### **Debts Owed By Carriers to the Government**

MTMC assists the U.S. Claims Service Divisions in recouping debts owed by carriers to the Government when carriers fail to respond or take action to resolve their just debts. Forty-one requests were submitted to these carriers, with a successful recoupment of over \$1.7M.

### **Bond Recovery Re-procurement Program**

This program enables DOD to recoup significant monies from carriers for failure to meet contractual terms and to recoup monies for excess costs incurred by the Government in effecting onward movement of frustrated shipments due to carrier bankruptcies. To date, the Personal Property Division has settled 11 bond recoveries for a total of \$465,000. An additional \$436,000 could be realized once the remaining 7 open cases are settled.

### **Required Port Delivery Date**

The "Required Port Delivery Date" initiative requires carriers participating in the International Through Government Bill of Lading Program to provide 100 percent on-time delivery to the port for Code T and Code J shipments. This program ensures efficient use of resources at Air Mobility Command ports.

### **Toll-Free Telephone Number**

The "Toll-Free Telephone Number" initiative became effective Oct. 1, 2001, for international shipments and Nov. 1, 2001, for domestic shipments. Under this program, personal property carriers will be required to provide a toll-free telephone number prior to the shipment pickup for service members to inquire and resolve problems during any phase of the move.

## **Military Traffic Management Command Initiatives/Performance/Financial Summary**

### **Personal Property Rates On-Line**

MTMC continues to enhance the existing automated program and create new ones. Personal Property Rates On-Line allows all interested parties to view rates 24 hours a day, 7 days a week on the Internet. Administrative cost savings were immediately realized and additional cost savings continue through automation enhancements.

### **Military Traffic Management Command Pilot Program**

Selects moving companies based on "best value" rather than lowest cost. The program began in January 1999 and includes 50 percent of all eligible shipments originating from the states of North Carolina, South Carolina, and Florida destined to 13 CONUS and 5 OCONUS regions in Europe. We recently exercised the second and final option year of the contracts on Jan. 11, 2001, with 35 of the original 41 contractors. As of Sept. 30, 2001, we have processed a total of 22,843 pilot shipments. The overall customer satisfaction rate is 89 percent (baseline is 75 percent). In addition to "best value awards," other pilot benefits include better liability coverage, direct claims settlement, and a customer service toll-free number.

### **Information System Upgrades**

MTMC and the Services approved several major initiatives for the Transportation Operational Personal Property Standard System during FY01. TOPS, a joint Service DOD project, provides personal property shipping office Traffic Managers with an information management system for the movement and storage of personal property belonging to military and Coast Guard service members as well as DOD civilians.

TOPS operates at over 332 sites worldwide, 24 hours a day, 7 days a week. TOPS completed development and deployment of its Full Operational Capability to customers during 2001. In June 2001, TOPS FOC Incremental Development Package release 8.0 included custom forms, non-temporary storage transactions, and excess cost. IDP 9.0, released in September 2001 included one-time only moves for mobile homes and boats, GBL correction notices, MTMC non-use messages, storage in transit origin and long delivery out of SIT.

During 2001, the TOPS program office also accomplished a complete hardware upgrade, replacing servers, PC workstations and printers. This effort was undertaken concurrently with FOC deployment to CONUS and OCONUS user sites. Both of the major accomplishments during 2001 have improved overall efficiency of operations at the user level. Additional benefits include reduced manual workload for PPSOs, reduced maintenance cost, improved system capability and increased efficiency due to faster system response and processing.

The Global Freight Management suite of applications has been enhanced to meet the ever-increasing need of carriers and DOD transportation offices. The September release of the Freight Carrier Registration Program now provides carriers a streamlined, on-line registration process for becoming a



## **Military Traffic Management Command Initiatives/Performance/Financial Summary**

DOD approved carrier. Additionally the Tender Entry on the web now permits carriers to submit their voluntary tenders on-line instead of processing their tender submission via EDI.

All major MTMC web applications are accessible via the E-commerce Network. The E-commerce Network is a direct connection to the commercial internet providing potentially faster, more reliable service to our commercial customer while reducing traffic on the military network infrastructure.

### **Deployability Engineering**

As the command's primary face to DOD customers, MTMC TEA supports the U.S. military with responsive, high fidelity transportability and deployability expertise that spans the entire spectrum of force projection. The agency provides this support with the overarching goal of optimizing the overall deployability of our military forces. To achieve this end, it applies deployability engineering expertise in nearly every aspect of transportation planning, analysis and execution. Deployability Engineers, analysts, and transportation specialists support customers ranging from the unified commands to the Pentagon staff, to the soldier in the field on a myriad of related issues, but focus their efforts in the areas which make the most significant impact on deployability:

- Operations and Exercises
- Force Structure and Deployment Plans
- Policy, Programmatics, and Doctrine Equipment Transportability
- Transportation Assets
- Infrastructure Capability

### **Operations and Exercises**

The MTMC TEA provides deployment expertise in the field supporting our military with on-site deployment expertise during exercises and contingencies around the globe, in countries like Saudi Arabia, Bosnia, Korea, and Albania. Often these situations require the performance of short-notice crisis-action port studies. Data for these studies is collected from various sources.

The agency publishes pamphlets that contain deployment information designed for use by soldiers in the field as well as deployment planners, and includes information on movement by all transport modes. This includes information on movement of helicopters and the special requirements for their movement.



A May 2001 move by MTMC involved three ships sailing from Beaumont, Texas, to Burgas, Bulgaria. Two of the ships are pictured, the Project Arabia and the MV Scanderborg.

## **Military Traffic Management Command Initiatives/Performance/Financial Summary**

### **Force Structure and Deployment Plans**

MTMC TEA helps to shape the military force structure that will be moved and the associated deployment plans by using sophisticated modeling, simulation, and engineering tools to show how changes in unit composition force structure, and changes in the force flow affect overall force closure. These detailed tools provide analysts with a robust capability to simulate deployment scenarios, modeling movement of individual units and even individual pieces of equipment through the DTS. The results of these tools not only advise force developers, but also assist deployment planners in developing time-phased force deployment data during deliberate and crisis action planning, CINC exercises and war games.

### **Policy, Programmatic, and Doctrine Equipment Transportability**

MTMC TEA personnel participate in numerous policy-making bodies and programmatic studies. It represents DOD on the Open Top Loading Rules Committee of the Association of American Railroads to ensure that DOD-unique transportation requirements are considered during policy formulation. MTMC TEA also develops and reviews military standards for the Army Standards Executive to ensure those standards make the deployment process more efficient. MTMC TEA also works with NATO officials in the development of NATO Standardization Agreements related to overseas transportation of military equipment. MTMC TEA is involved in ongoing efforts such as the Quadrennial Defense Review, Army Science Board and other Army Transformation studies, which will have far reaching affects on our ability to deploy forces.

### **Transportation Assets**

MTMC TEA also focuses on the design and concepts for employment of the transportation assets that will deploy our military equipment and forces. To maximize the ability and utility of these assets, MTMC TEA engineers and analysts are involved from concept development to fabrication, to re-capitalization of transportation assets.

### **Infrastructure Capability**

MTMC TEA engineers, transportation engineers, and transportation specialists use the latest GIS software, sophisticated models, and satellite imagery to analyze transportation infrastructure elements of the DTS. They conduct transportation engineering studies of highways, railroads, ports, inter-modal facilities, and installations to determine the transportation infrastructure requirements needed to ensure that both personnel and equipment move safely and efficiently from origin to destination through evaluation of loading and unloading facilities, roadway and railway capacities, and parking and staging capability.

In addition, MTMC TEA serves as DOD's primary interface with federal, state, and local transportation authorities and commercial railroad companies for defense transportation engineering matters. The agency provides DOD interface with the Federal Highway and Federal Railroad Administration of the DOT and congressional staff on defense transportation infrastructure issues.

**Military Traffic Management Command  
Initiatives/Performance/Financial Summary**

In fact, MTMC TEA established the Strategic Highway network and the Strategic Railroad Corridor Network to identify DOD's minimum needs for public highway and commercial rail infrastructure, respectively, in peace and war.

The combination of professional analysts, robust databases and cutting edge software makes MTMC TEA uniquely empowered to provide the joint warfighter with detailed, accurate, and timely deployment infrastructure and throughput analyses for every region of interest.

**Military Traffic Management Command  
Initiatives/Performance/Financial Summary**

**Military Traffic Management Command Operational Data**

**MTMC Cargo (by Program):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
MTMC Port Operations	4,964,653	4,170,815	3,642,057
MTMC Liner Transportation	4,090,053	4,835,153	5,132,590
MTMC Global POV	<u>559,896</u>	<u>807,416</u>	<u>751,251</u>
Totals (M/Ts)	9,614,602	9,813,384	9,525,898

**MTMC Cargo (by Commodity):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
General	3,997,104	4,045,720	4,645,364
Special	3,134,701	2,703,679	2,345,070
POVs	1,009,894	969,279	834,352
Ammunition & Hazardous Cargo	676,061	748,475	562,760
Subsistence	459,444	473,799	700,466
Household Goods	194,451	167,589	140,030
Unspecified	125,809	678,641	281,996
Bulk	<u>17,138</u>	<u>26,202</u>	<u>15,860</u>
Totals (M/Ts)	9,614,602	9,813,384	9,525,898

**MTMC Cargo (by Destination Region):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
USEUCOM	2,917,653	2,653,973	2,534,674
CONUS	2,663,888	2,991,114	2,531,528
USPACOM	2,557,046	3,198,679	3,338,745
USSOUTHCOM	872,960	493,255	401,273
USCENTCOM	503,859	364,101	565,991
USJFCOM	97,871	112,047	119,973
UNASSIGNED	<u>1,325</u>	<u>215</u>	<u>33,714</u>
Totals (M/Ts)	9,614,602	9,813,384	9,525,898

**MTMC Cargo (by Customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Army	3,275,117	2,974,614	2,202,326
Air Force	1,266,873	880,459	695,020
AAFES	1,158,631	1,265,471	1,723,512
Other	1,138,547	2,035,365	1,404,117
DeCA	762,238	809,244	1,119,443
DLA	632,026	601,129	1,058,582
Navy	561,851	466,693	491,763
Marines	556,126	513,902	530,663
NEXCOM	<u>263,193</u>	<u>266,507</u>	<u>300,472</u>
Totals (M/Ts)	9,614,602	9,813,384	9,525,898

**Military Traffic Management Command  
Initiatives/Performance/Financial Summary**

**MTMC Port Operations Data**

**MTMC Port Operations (by Customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Army	2,280,187	1,823,064	1,238,548
Other	962,887	1,300,208	1,405,744
Air Force	763,676	446,960	276,204
Marines	456,003	405,584	420,018
DLA	154,965	73,950	134,745
Navy	144,499	90,967	136,708
AAFES	110,574	23,760	22,548
DeCA	65,456	4,339	5,519
NEXCOM	<u>26,406</u>	<u>1,983</u>	<u>2,023</u>
Totals (M/Ts)	4,964,653	4,170,815	3,642,057

**MTMC Port Operations (by Commodity):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Special	2,608,511	2,101,509	1,816,752
General	1,239,149	1,049,974	936,326
Ammunition & Hazardous Cargo	652,466	737,151	544,421
POVs	225,722	86,208	38,359
Unspecified	138,566	148,525	277,915
Subsistence	63,717	38,842	20,156
Household Goods	30,933	5,917	5,899
Bulk	<u>5,589</u>	<u>2,689</u>	<u>2,229</u>
Totals (M/Ts)	4,964,653	4,170,815	3,642,057

**MTMC Port Operations (by Destination Region):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
CONUS	1,939,323	2,174,988	1,833,367
USEUCOM	1,303,816	826,087	409,176
USPACOM	737,037	649,247	690,646
USSOUTHCOM	560,248	229,962	180,995
USCENTCOM	396,398	253,409	451,611
USJFCOM	27,190	37,122	42,614
Unassigned	<u>641</u>	<u>0</u>	<u>33,648</u>
Totals (M/Ts)	4,964,653	4,170,815	3,642,057



**Military Traffic Management Command  
Initiatives/Performance/Financial Summary**

**MTMC Liner Ocean Transportation (by Customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
AAFES	1,048,040	1,241,701	1,381,569
Army	719,912	794,495	625,096
DeCA	696,426	804,078	1,113,463
DLA	476,169	525,611	922,333
Air Force	359,895	221,264	214,255
Navy	315,524	227,182	207,254
NEXCOM	236,787	264,523	298,449
Other	157,490	676,283	284,192
Marines	<u>79,810</u>	<u>80,016</u>	<u>85,979</u>
Totals (M/Ts)	4,090,053	4,835,153	5,132,590

**MTMC Liner Ocean Transportation (by Commodity):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
General	2,757,956	2,995,746	3,708,318
Special	526,128	602,171	528,138
Subsistence	395,105	432,574	678,498
POVs	208,028	110,255	59,104
Household Goods	163,430	161,110	133,531
Ammunition & Hazardous Cargo	23,595	11,194	18,099
Bulk	11,091	22,696	12,931
Unspecified	<u>4,720</u>	<u>499,407</u>	<u>(6,029)</u>
Totals (M/Ts)	4,090,053	4,835,153	5,132,590

**MTMC Liner Ocean Transportation (by Destination Region):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
USPACOM	1,705,052	2,386,937	2,479,509
USEUCOM	1,446,349	1,616,386	1,939,447
CONUS	468,727	415,573	327,811
USSOUTHCOM	298,965	241,741	205,108
USCENTCOM	107,462	109,456	111,780
USJFCOM	62,814	64,845	68,869
Unassigned	<u>684</u>	<u>215</u>	<u>66</u>
Totals (M/Ts)	4,090,053	4,835,153	5,132,590

\* NOTE: FY01 Liner Ocean Transportation Program cargo volume totals are higher than reported in FY00, due to a change in the cargo volume measurement methodology used for containerized shipments processed under the US Bank PowerTrack system. PowerTrack captures the internal volume of the container, rather than the volume of cargo moving in the container, as was done in FY00. Consequently, the increase in cargo volume reported in FY01 does not necessarily indicate an increase in the actual volume of cargo transported.

**Military Traffic Management Command  
Initiatives/Performance/Financial Summary**

**MTMC Global POV Program**

**MTMC Global POV (by Customer):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
Army	275,017	357,055	338,682
Air Force	143,302	212,235	204,560
Navy	101,828	148,545	147,801
Marines	20,313	28,302	24,666
Other	18,170	58,874	33,576
DLA	892	1,568	1,504
DeCA	356	827	462
AAFES	<u>17</u>	<u>10</u>	<u>0</u>
Totals (M/Ts)	559,895	807,416	751,251

**MTMC Global POV (by Destination Region):**

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
CONUS	255,837	400,553	370,350
USEUCOM	167,487	211,500	186,051
USPACOM	114,957	162,494	168,590
USSOUTHCOM	13,747	21,553	15,170
USJFCOM	7,867	10,080	8,490
USCENTCOM	0	1,236	2,600
Unassigned	<u>0</u>	<u>0</u>	<u>0</u>
Totals (M/Ts)	559,895	807,416	751,251

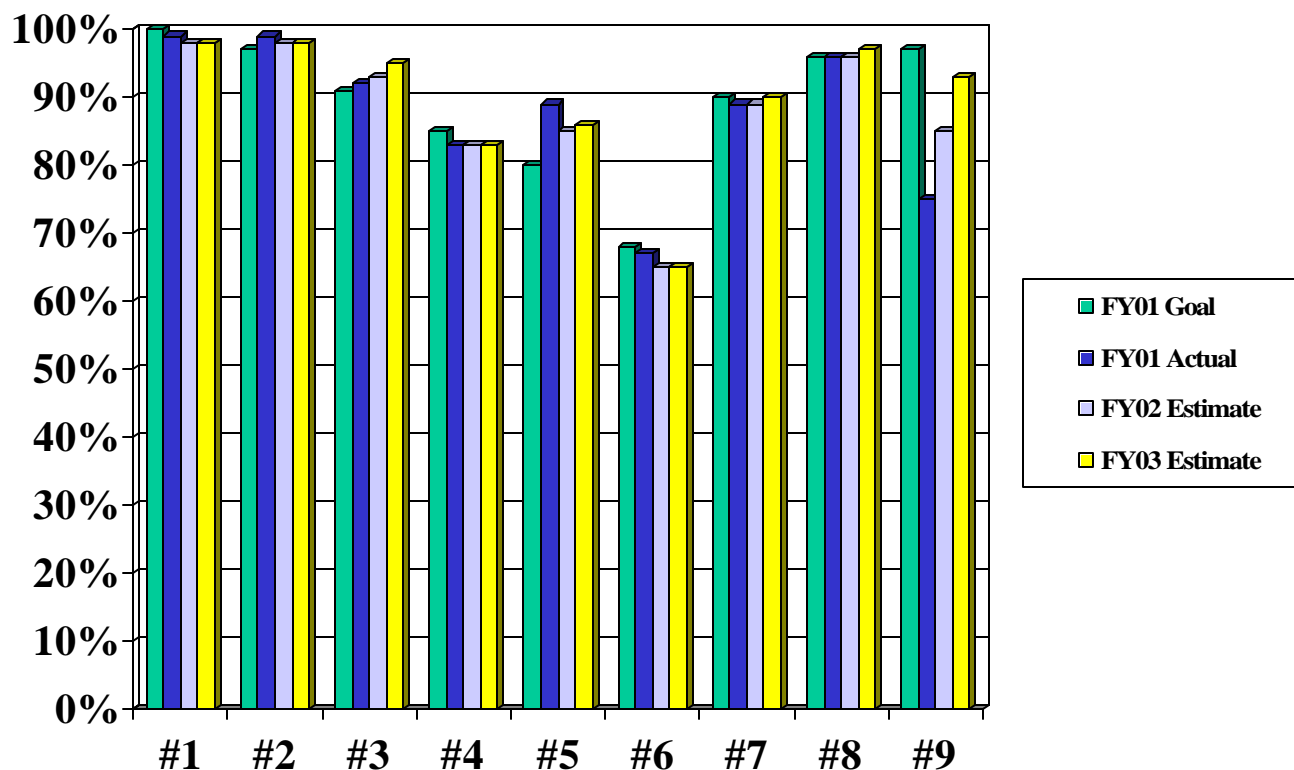
**Military Traffic Management Command  
Initiatives/Performance/Financial Summary**

**Military Traffic Management Command Performance Data**

1. Measure #1: [Response to Customer Requirements \(Passenger\)](#) - Measures the negotiation time for movement requirements. The time it takes MTMC from receipt of the customer movement requirement to confirmation of surface transportation. This is measured by comparing the requirement receipt date/time to the transportation confirmation date/time. The source of the data is an automated system called GOPAX.
2. Measure #2: [Response to Customer Requirements \(Freight\)](#)- Measures the percentage of solicitation awards that meet agreed upon start-up dates. All action officers that receive and process shipment requests provide the data. It is a manual process.
3. Measure #3: [Containers Lifted](#) – Measures the percentage of containers lifted to the vessel according to the booking against that vessel with the ocean carrier. Each container that has been booked to a specific voyage document number must be accounted for to ensure that all containers are lifted as booked. The source for this information is the IBS and WPS databases.
4. Measure #4: [Completeness of Ocean Cargo Manifest](#) – Measures percentage of cargo included on the original manifest. The source of this information is the WPS database.
5. Measure #5: [Timeliness of Ocean Cargo Manifest](#) – Measures percentage of time the manifest is produced IAW MILSTAMP time standards. The source of the information is the WPS database.
6. Measure #6: [Timeliness of ATCMDs](#) – Measures the percentage of time an Advanced Transportation Control and Movement Document was provided to the POE. The source of this information is the WPS database.
7. Measure #7: [Accuracy of ATCMDs](#) – Measures the percentage of accuracy of ATCMDs provided to the POE. The source of this information is the WPS database.
8. Measure #8: [Water Port Hold Time \(UMMIPS\)](#) – Measures percentage of manifested cargo not meeting UMMIPS standards. The source for this information is the WPS database. The process is 75% automated.
9. Measure #9: [Transit Time Performance for Customer Service Contracts](#) – Measures transit time standards met as prescribed by each contract listed: DECA to Europe; DECA to Japan; DECA to Korea; DECA to Okinawa; AAFES to Europe; AAFES to Japan, AAFES to Korea; AAFES to Okinawa; DLA to Europe; DLA to Korea, NEXCOM to Italy/Spain.

### Military Traffic Management Command Initiatives/Performance/Financial Summary

The following chart depicts MTMC FY01 Goals, FY01 Actuals, and FY02/03 Estimates for each of the performance measures above:



### Military Traffic Management Command Financial Summary: Rates

MTMC divides its billing rates into three business areas:

1. Liner Ocean Transportation – Intermodal movement of containerized and breakbulk cargo.
2. Port Operations – Port services include stevedores and documentation (i.e., booking, manifesting, receiving, and clearing).
3. Global POV – Movement of privately owned vehicles.

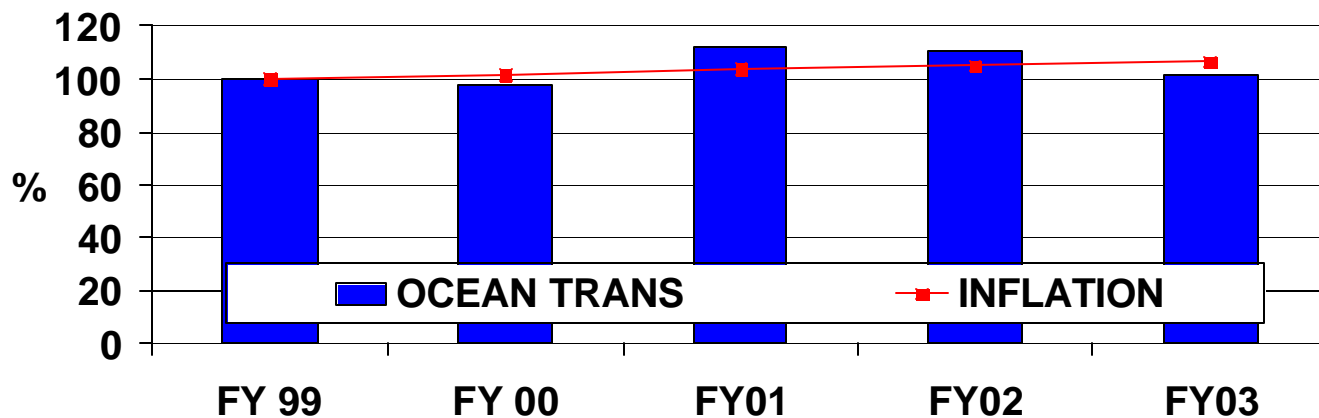
## Military Traffic Management Command Initiatives/Performance/Financial Summary

### Liner Ocean Transportation

Liner Ocean Transportation entails the shipment of cargo on commercial liner agreements. In FY99 this business area transferred from MSC to MTMC and was renamed "Liner Ocean Transportation". It includes the intermodal movement of containerized as well as breakbulk cargo through the Joint Traffic Management Office at MTMC.

FY01 rate increases are a result of the recoupment of prior year losses, offset by the elimination of the FY00 cash and capital surcharges. FY02 rate decreases are a result of the return of profits in FY01, offset by the recovery of cost increases arising from a contractor payment dispute for work provided under the Special Middle East Sealift Agreement. FY03 rate decrease is due to the return of unbudgeted FY02 profits.

### MTMC Liner Ocean Transportation Rate Trends



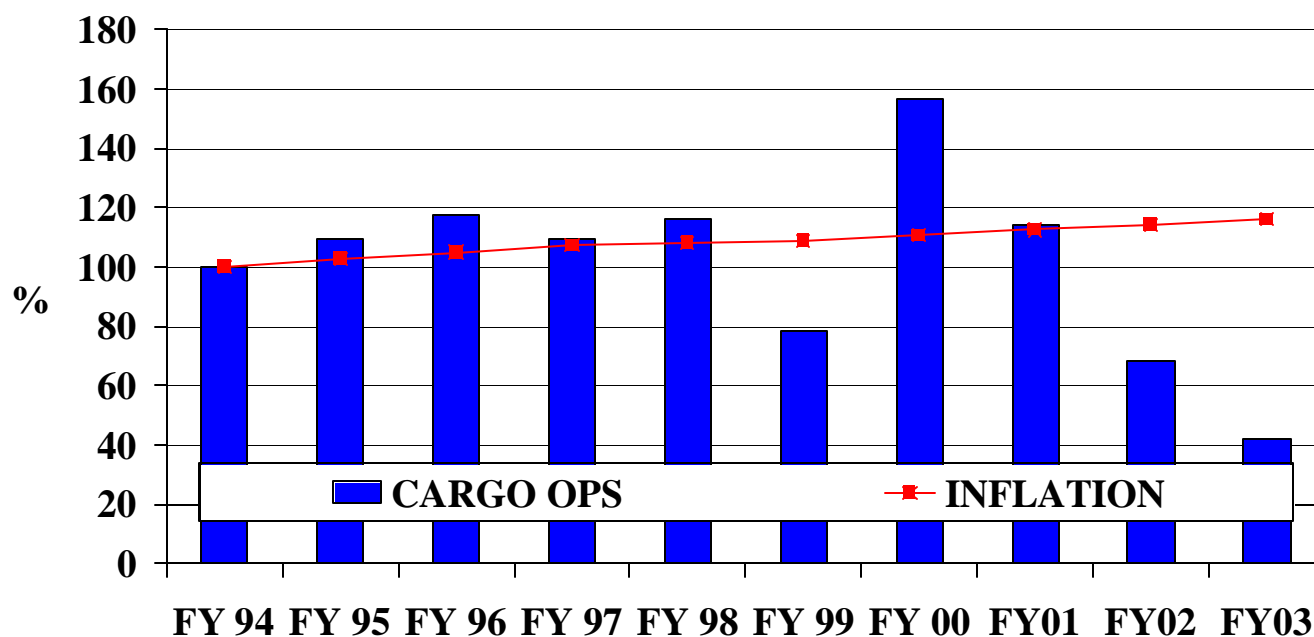


## Military Traffic Management Command Initiatives/Performance/Financial Summary

### Cargo Operations

FY01 rate decrease is attributed to payback of prior year profits, elimination of the cash and capital surcharges offset by pay raises, and inflation. FY02 rate decrease is a result of a return of expected profits from FY01, offset by pay raises and inflation. The FY03 budget includes a cost recovery for the Cargo Operations business area over FY02 and FY03. 50 percent of FY01 Cargo Operations recoverable amount is budgeted for FY02 and 50 percent is budgeted for FY03. PBD 426 changed the FY01 Cargo Operations rate decrease from -65.5 percent to -27 percent; however, revenue controls did not change. The FY02/03 budget for FY01 was developed using the revenue that matched the -27 percent rate decrease.

### MTMC Cargo Operations Rate Trends



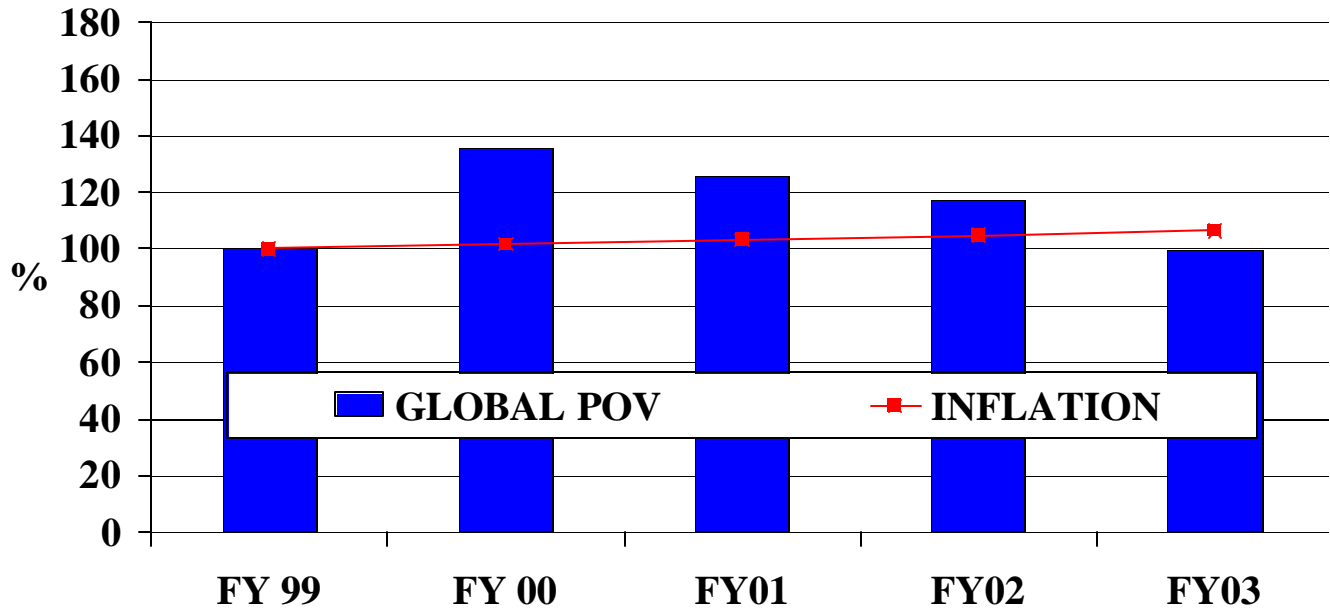
**Military Traffic Management Command  
Initiatives/Performance/Financial Summary**

**Global POV**

MTMC also provides point-to-point shipment of POVs. Formerly part of Cargo Operations, Global POV output was established as a separate business area with a separate rate in FY99.

The FY01 rate decrease is a result of the return of FY99 and FY00 profits. The FY02 rate decrease is due to a return of profits from FY01, offset by pay raises and inflation. The FY03 rate decrease is due to the return of unbudgeted FY02 profits.

**MTMC Global POV  
Rate Trends**



## Appendix A

### Operational Data Supplement

#### Air Mobility Command

#### CHANNEL CARGO

by Customer & by Commodity  
in Short Tons (STONS)  
FY01

	USAF	Army	DLA	Navy	Marines	DECA	Others	TOTALS
COMMODITY CODE	STONS	STONS	STONS	STONS	STONS	STONS	STONS	STONS
A AIRCRAFT PARTS	12,918	1,892	4,461	7,384	115	21	5,611	32,402
J UNACCOMPANIED BAGGAGE	9,977	13,790	42	5,596	2,395	12	532	32,344
V VEHICLES	5,252	3,454	10,177	1,622	346	0	717	21,568
R RATIONS	776	1,818	4,196	1,822	14	3,708	696	13,030
T HOUSEHOLD GOODS	5,112	1,672	7	2,221	269	21	449	9,751
H SIGNAL CORPS & RADIO EQUIP	2,846	1,478	1,974	1,439	166	5	513	8,421
B CONSTRUCTION MATERIALS	2,982	856	2,078	815	210	4	408	7,353
C CHEMICAL CORPS	665	296	1,580	1,179	6	3	160	3,889
U MAIL	-	-	-	-	-	-	3,866	3,866
N SHIP PARTS, NAVY	30	4	550	2,595	11	21	91	3,302
S OFFICE SUPPLIES & EQUIP	1,025	268	400	813	25	1	183	2,715
F FUELS & LUBRICANTS	599	51	1,207	257	5	-	154	2,273
Y PERSONNEL SERVICES	719	762	86	240	2	-	95	1,905
K CLOTHING, LEATHER, PARACHUTES	244	233	394	411	48	-	181	1,904
3 AMMUNITION	409	600	6	221	44	-	22	1,302
M MEDICAL SUPPLIES	403	299	291	147	12	6	146	1,304
4 EXPLOSIVES	570	245	15	211	6	-	70	1,117
2 ARMS & WEAPONS	330	254	146	255	24	-	29	1,038
G PRINTED FORMS & PUBS	31	32	242	93	3	-	374	775
E ENGINEER SUPPLIES	301	121	94	59	2	-	19	596
L COMMO DOCMTS, DIPLOMATIC CRYPTO	6	-	1	-	-	-	517	524
O PHOTO SUPPLIES & EQUIP	9	71	11	9	0	0	23	123
D ANIMALS	22	4	2	0	-	-	3	31
Q PLANTS & ANIMAL PRODUCTS	12	17	0	0	-	-	2	31
X INTEL MATLS, MAPS, CHARTS	2	7	6	1	1	-	5	22
Z HUMAN REMAINS	8	3	0	7	-	-	1	19
<b>TOTALS</b>	<b>45,248</b>	<b>28,227</b>	<b>27,966</b>	<b>27,397</b>	<b>3,704</b>	<b>3,802</b>	<b>14,867</b>	<b>151,211</b>

## Appendix A

### Operational Data Supplement

#### Military Sealift Command

#### CARGO BY MAJOR CUSTOMER

Total Cargo Moved by MSC program by Major Customer by Commodity Code  
FY01

	FY 2001	TOTAL					
		AF	ARMY	NAVY	MARINES	JCS	OTHER
<b>CARGO</b>							
HOUSEHOLD GOODS	66			66			
REEFER	4,282	579	531	2,040	2		1,130
BULK	293			263			30
POVS	99	21	3	75			
AMMUNITION	51,874	4,498	26,291	395	763	19,568	359
GENERAL	276,085	29,331	37,642	69,775	1,839	109,058	28,440
RETRO EMPTY CONEX	0						
SPECIAL	332,344	8,519	119,029	13,468	9,164	182,164	
AIRCRAFT	71,920	36	56,698			15,186	
TOTAL MSC CARGO M/T's	736,963	42,984	240,194	86,082	11,768	325,976	29,959

<b>FAST SEALIFT</b>							
REEFER	5					5	
AMMUNITION	2,144					2,144	
GENERAL	27,833					27,833	
SPECIAL	72,430					72,430	
AIRCRAFT	4,054					4,054	
TOTAL FSS M/T's	106,466					106,466	

<b>POL TANKERS</b>							
MOTOR GASOLINE/80	42,795						42,795
MOTOR GASOLINE/72	515						515
MOTOR GAS UNLEADED	12,822						12,822
JET FUEL OIL #5	1,751,786						1,751,786
THERMO STABLE	2,174,809						2,174,809
DIESEL OIL	1,956,678						1,956,678
DISTILLATE (CLEAN)	54,416						54,416
TOTAL S/T's	5,993,821						5,993,821 (a)

(a) Defense Energy Supply Agency

## Appendix A Operational Data Supplement

### Military Traffic Management Command

#### FY01 MTMC PORT OPERATIONS PROGRAM<sup>1</sup>

(paragraph 3.e - Total cargo moved, by program, by major customer, for each commodity code)

FY01

DTS Service Customer <sup>2</sup>	Subsistence Cargo (MTONs) <sup>3</sup>	Bulk Cargo (MTONs)	Privately Owned Vehicles (MTONs)	Household Goods Cargo (MTONs)	Ammunition and Hazardous Cargo (MTONs)	General Cargo (MTONs)	Special Cargo (MTONs)	Unspecified Cargo <sup>4</sup> (MTONs)	Total Cargo (MTONs)
	wcc: 100-199	wcc: 200-299	wcc: 300-359	wcc: 360-399	wcc: 400-499	wcc: 500-799	wcc: 800-899		
Army	9,319	95	8,753	189	270,219	235,306	663,865	50,802	1,238,548
Navy	396	0	4,685	837	4,266	67,053	60,475	(1,004)	136,708
Air Force	2,053	55	17,709	3,513	44,414	96,623	111,421	416	276,204
Marine Corps	0	0	600	34	59,177	129,690	246,151	(15,634)	420,018
DLA	2,797	33	31	58	11,673	84,535	35,189	429	134,745
DeCA	2,412	0	61	0	0	2,856	200	(10)	5,519
AAFES	288	0	0	0	549	9,908	11,803	0	22,548
NEXCOM	0	0	0	0	84	1,231	708	0	2,023
Other	2,891	2,046	6,520	1,268	154,039	309,124	686,940	242,916	1,405,744
Total	20,156	2,229	38,359	5,899	544,421	936,326	1,816,752	277,915	3,642,057

Source:

FY01 MTMC Financial Management System (FMS) Sales Accrual files (235050A)

Footnotes:

1 - Cargo Commodity Code equal to 05 or 10 or greater than or equal to 14 but not equal to 63 or 64

2 - DTS Service/Customer identified by Source of Revenue Code (SRC)

3 - One Measurement Ton (MTON) is equal to 40 Cubic Feet

4 - MILSTAMP Water Commodity Code (WCC) was missing, invalid, or out of specified range

## Appendix A Operational Data Supplement

### Military Traffic Management Command

#### FY01 MTMC GLOBAL POV CONTRACT PROGRAM<sup>1</sup>

(paragraph 3.e - Total cargo moved, by program, by major customer, for each commodity code)

FY01

DTS Service Customer <sup>2</sup>	Subsistence Cargo (MTONs) <sup>3</sup>	Bulk Cargo (MTONs)	Privately Owned Vehicles (MTONs)	Household Goods Cargo (MTONs)	Ammunition and Hazardous Cargo (MTONs)	General Cargo (MTONs)	Special Cargo (MTONs)	Unspecified Cargo <sup>4</sup> (MTONs)	Total Cargo (MTONs)
	wcc: 100-199	wcc: 200-299	wcc: 300-359	wcc: 360-399	wcc: 400-499	wcc: 500-799	wcc: 800-899		
Army	224	122	337,706	100	30	210	30	260	338,682
Navy	718	159	145,804	240	90	310	120	360	147,801
Air Force	318	275	203,449	140	40	70	10	259	204,561
Marine Corps	30	10	24,466	20	30	70	10	30	24,666
DLA	110	20	1,344	0	10	20	0	0	1,504
DeCA	0	0	500	0	0	0	0	(39)	461
AAFES	0	0	0	0	0	0	0	0	0
NEXCOM	0	0	0	0	0	0	0	0	0
Other	411	114	23,621	100	40	40	10	9,240	33,576
									751,251
Total	1,811	700	736,889	600	240	720	180	10,110	751,251

Source:

FY01 MTMC Financial Management System (FMS) Sales Accrual files (235050A)

Footnotes:

- 1 - Cargo Commodity Code equal to 63 or 64
- 2 - DTS Service/Customer identified by Source of Revenue Code (SRC)
- 3 - One Measurement Ton (MTON) is equal to 40 Cubic Feet
- 4 - MILSTAMP Water Commodity Code (WCC) was missing, invalid, or out of specified range



## Appendix A Operational Data Supplement

### Military Traffic Management Command

#### FY01 MTMC LINER OCEAN TRANSPORTATION PROGRAM<sup>1</sup>

(paragraph 3.e - Total cargo moved, by program, by major customer, for each commodity code)

FY01

DTS Service Customer	Subsistence Cargo (MTONs) <sup>3</sup>  wcc: 100-199	Bulk Cargo (MTONs)  wcc: 200-299	Privately Owned Vehicles (MTONs)  wcc: 300-359	Household Goods Cargo (MTONs)  wcc: 360-399	Ammunition and Hazardous Cargo (MTONs)  wcc: 400-499	General Cargo (MTONs)  wcc: 500-799	Special Cargo (MTONs)  wcc: 800-899	Unspecified Cargo <sup>4</sup> (MTONs)	Total Cargo (MTONs)
Army	26,661	4,425	14,344	32,825	3,532	367,817	176,049	(557)	625,096
Navy	15,451	0	12,769	48,950	2,978	110,809	16,089	208	207,254
Air Force	15,162	1,849	22,923	36,246	527	79,250	57,593	705	214,255
Marine Corps	8,662	0	2,067	7,196	37	63,190	9,931	(5,104)	85,979
DLA	147,325	6,169	343	1,150	7,376	734,870	26,144	(1,044)	922,333
DeCA	337,719	336	99	168	59	781,939	208	(7,065)	1,113,463
AAFES	105,178	0	59	28	885	1,095,448	178,366	1,605	1,381,569
NEX	20,563	0	0	0	1,291	275,280	435	880	298,449
Other	1,777	152	6,500	6,968	1,414	199,715	63,323	4,343	284,192
									5,132,590
	678,498	12,931	59,104	133,531	18,099	3,708,318	528,138	(6,029)	5,132,590

Sources:

FY01 MTMC Financial Management System (FMS) Sales Accrual files (235050A)

FY01 MTMC Worldwide Port System - History (WPS-H) Shipment Unit Table (578 Direct Booking Container Shipments)

Footnotes:

- 1 - Cargo Commodity Code greater than or equal to 01 and less than or equal to 13 but not equal to 05 or 10
- 2 - DTS Service/Customer identified by Source of Revenue Code (SRC)
- 3 - One Measurement Ton (MTON) is equal to 40 Cubic Feet
- 4 - MILSTAMP Water Commodity Code (WCC) was missing, invalid, or out of specified range

Note:

FY01 cargo volume totals for the Liner Ocean Transportation Program are higher than reported in previous fiscal years due to a change in the cargo volume methodology for containerized shipments processed under the USbank PowerTrack billing system. PowerTrack captures the total cargo capacity of the shipping rather than the volume of cargo actually moving in the container. The increase in reported FY01 cargo volume does not necessarily indicate an increase in the volume of cargo actually transported.

## Appendix B

### Financial Data Supplement

Department of Defense  
 Component: United States Transportation Command  
 Activity Group: Transportation  
 Statement of Financial Condition (in Millions)

	FY 1999	FY 2000	FY 2001
Assets:			
Selected Assets:			
Cash	\$278.0	\$328.0	\$361.9
(Available for Operations)	\$101.2	\$153.7	\$153.4
(Required for Capital Purchases)	\$176.8	\$174.3	\$208.5
Accounts Receivable	\$733.4	\$736.1	\$616.4
Advances Made	\$15.7	\$0.9	\$1.8
Inventories	\$23.7	\$28.6	\$50.0
Other Assets	\$0.0	\$0.0	\$0.0
Capital Property (Net)	\$1,266.4	\$1,413.6	\$1,424.1
Total Assets	\$2,317.2	\$2,507.2	\$2,454.2
Liabilities:			
Selected Liabilities:			
Accounts Payable	\$720.0	\$1,027.7	\$964.7
Accrued Liabilities	\$75.3	\$43.3	\$57.1
Advances Received	\$0.0	\$0.0	\$0.0
Unfunded Liabilities	\$0.0	\$0.0	\$0.0
Other Liabilities	\$315.0	\$29.3	\$2.9
Total Liabilities	\$1,110.3	\$1,100.3	\$1,024.7
Government Equity:			
Appropriations/Reappropriations	\$0.0	\$0.0	\$0.0
Paid-in-Capital	\$998.2	\$1,172.8	\$1,159.5
(Assets Capitalized Less			
Liabilities Assumed)			
Earnings Used for Operations	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	\$208.7	\$234.1	\$270.0
Total Government Equity	\$1,206.9	\$1,406.9	\$1,429.5
Total Liabilities and Equity	\$2,317.2	\$2,507.2	\$2,454.2

## Appendix B Financial Data Supplement

### Appendix B: Financial Data Supplement

#### Transportation Working Capital Fund

Component: United States Transportation Command/Activity Group: Transportation

#### Revenue and Expenses

(Dollars in Millions)

	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>
Revenue:			
Gross Sales	\$4,423.8	\$4,165.4	\$4,241.7
Operations	\$4,266.0	\$3,922.0	\$4,040.0
Capital Surcharge	\$0.0	\$71.8	\$13.5
Depreciation excluding Maj Const	\$157.8	\$171.6	\$0.0
Major Construction Depreciation	\$0.0	\$0.0	\$188.2
Other Income	\$0.0	\$37.9	\$0.0
Refunds/Discounts(-)	(\$26.0)	(\$37.0)	(\$12.2)
Total Income:	\$4,397.8	\$4,166.3	\$4,229.5
Expenses:			
Salaries and Wages:			
Military Personnel Compensation & Benefits	\$47.8	\$46.6	\$55.0
Civilian Personnel Compensation & Benefits	\$253.1	\$261.1	\$254.7
Travel and Transportation of Personnel	\$96.4	\$83.8	\$83.8
Materials and Supplies (For internal operations)	\$934.1	\$679.7	\$894.8
Equipment	\$14.1	\$10.3	\$7.6
Other Purchases from Revolving Funds	\$394.7	\$315.0	\$352.9
Transportation of Things	\$12.9	\$15.7	\$13.9
Depreciation - Capital	\$157.8	\$171.6	\$188.2
Printing and Reproduction	\$0.7	\$0.9	\$1.1
Advisory and Assistance Services	\$8.1	\$17.7	\$13.9
Rent, Communications, Utilities, and Misc Charges	\$31.8	\$30.1	\$28.2
Other Purchased Services	\$2,497.5	\$2,493.0	\$2,306.2
Total Expenses	\$4,449.0	\$4,125.5	\$4,200.3
Operating Result	(\$51.2)	\$40.8	\$29.2
Less Capital Surcharge Reservation		\$110.5	\$13.5
Plus Passthroughs or Other Appropriations Affecting NOR/AOR		\$0.0	\$0.0
Other Changes Affecting NOR		(\$113.5)	\$0.0
Net Operating Result	(\$51.2)	(\$183.2)	\$15.7
Beginning AOR	\$219.7	\$0.0	(\$10.7)
Prior Year Adjustments	\$0.0	\$0.0	\$0.0
Other Changes Affecting AOR (Specify)			
Accumulated Operating Result	\$168.5	(\$14.7)	5.0
Non-Recoverable Adjustment Impacting AOR (Specify)	\$0.0	\$0.0	\$0.0
Accumulated Operating Results for Budget Purposes	\$168.5	(\$14.7)	\$5.0

## Appendix B

### Financial Data Supplement

#### Activity Group Capital Investment Summary

Component: United States Transportation Command

Activity Group: Transportation

(\$ in Millions)

Item	FY 99		FY 00		FY 01	
Description	Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
Equipment						
- Replacement						
\$1,000,000 and Over						
--Gantry Cranes	1	\$1.0		\$0.0		\$0.0
--Mechanized Storage System		\$0.0		\$0.0		\$0.1
--Paceco Crane		\$0.0	1	\$1.3		\$0.0
--Patrol Boat	1	\$0.3		\$0.0		\$0.0
--Railroad Brush Cutter		\$0.0		\$0.0	1	\$0.3
--Truck Forklift		\$0.0		\$0.0	2	\$1.0
\$500,000 to \$999,999.99		\$0.0		\$0.0		\$0.0
\$100,000 to \$499,999.99		\$0.2		\$0.5		\$0.0
- Productivity		\$0.0		\$0.0		\$0.0
- New Mission		\$0.0		\$0.0		\$0.0
- Environmental Compliance		\$0.0		\$0.0		\$0.0
Subtotal		\$1.5		\$1.8		\$1.4
ADPE & Telecomm						
\$1,000,000 and Over						
--Advanced Computer Flight Plan (ACFP)		\$0.3		\$0.1		\$0.0
--Advance Shipping Notice (ASN)		\$0.0		\$0.0		\$0.1
--AMC (HQ) Business Decision Model (ABDM)		\$0.2		\$0.0		\$0.0
--Automated Identification Technology (AIT)		\$0.5		\$2.1		\$2.6
--AUTOSTRAD 2000 (A-2000)		\$3.9		\$4.0		\$3.9
--Business Decision Support System (BDSS)		\$0.0		\$0.0		\$1.2
--Command and Control Information Processing System (C2IPS)		\$13.7		\$7.1		\$4.4
--Command Center Global Command and Control System (GCCS)		\$1.9		\$0.5		\$0.3
--Command Presentation Systems		\$0.0		\$0.0		\$0.1
--Consolidated Air Mobility Planning System (CAMPS)		\$0.2		\$0.5		\$0.4
--CONUS Freight Management (CFM)		\$1.0		\$0.5		\$1.0
--Core Automated Maintenance System (CAMS)/G081		\$1.5		\$1.0		\$1.1
--Defend the Computing Environment		\$0.0		\$0.4		\$0.7
--Defend the Network Infrastructure		\$0.0		\$0.4		\$0.7
--Global Air Transportation Execution System (GATES)		\$5.7		\$1.5		\$2.2
--Global Decision Support System (GDSS)		\$1.2		\$3.2		\$1.4
--Global Transportation Network (GTN)		\$0.1		\$0.1		\$0.7
--Integrated Command, Control, and Communications Project (IC3)		\$0.6		\$2.5		\$2.5
--Integrated Command Environment (ICE)		\$3.0		\$3.7		\$0.6
--Intransit Visibility (ITV)		\$1.0		\$3.8		\$3.3
--Joint Mobility Control Group (JMCG)		\$1.2		\$1.4		\$0.3
--L-Band SATCOM		\$2.0		\$0.9		\$0.7
--Local Area Network (LAN)		\$2.5		\$2.3		\$3.9
--Logbook		\$0.0		\$0.5		\$0.0
--Objective Wing Command Post (OWCP)		\$2.2		\$2.0		\$1.6
--Single Mobility System (SMS)		\$0.1		\$0.0		\$0.0
--System Integration		\$1.1		\$2.3		\$3.7
--Theater Deployable Communication (TDC)		\$6.1		\$6.3		\$6.0
--Transportation Operation Personal Property Standard System (TOPPS)		\$1.0		\$1.2		\$2.8
--Video-Teleconferencing Enhancements (VTC)		\$0.0		\$0.0		\$0.5
--Wing Local Area Network (LAN)		\$2.0		\$1.3		\$2.6
--Worldwide Port System (WPS)		\$1.5		\$1.0		\$0.4
\$500,000 to \$999,999.99		\$0.7		\$0.0		\$0.0
\$100,000 to \$499,999.99		\$0.2		\$0.4		\$0.0

## Appendix B

### Financial Data Supplement

#### Activity Group Capital Investment Summary

Component: United States Transportation Command

Activity Group: Transportation

(\$ in Millions)

Item	FY 99		FY 00		FY 01	
Description	Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
Subtotal		\$55.4		\$51.0		\$49.7
Software Development (Internally Developed)						
\$1,000,000 and Over		\$0.0		\$0.0		\$0.0
--Automated Identification Technology (AIT)		\$1.1		\$0.2		\$1.0
--AUTOSTRAD 2000 (A-2000)		\$1.3		\$1.8		\$1.7
--Cargo and Billing System (CABS)		\$0.0		\$1.5		\$2.5
--Common Operating Environment (COE)		\$0.8		\$1.5		\$0.9
--CONUS Freight Management (CFM)		\$11.3		\$10.5		\$8.8
--Defense Joint Accounting System (DJAS)		\$0.6		\$0.0		\$0.0
--Integrated Command, Control, and Communications Project (IC3)		\$2.4		\$2.5		\$2.1
--Integrated Command Environment (ICE)		\$10.4		\$3.9		\$3.8
--Intransit Visibility (ITV)		\$7.5		\$7.9		\$9.0
--Transportation Financial Management System (TFMS)		\$0.0		\$0.0		\$5.3
--Transportation Operation Personal Property Standard System (TOPPS)		\$3.0		\$3.5		\$2.5
--Worldwide Port System (WPS)		\$2.8		\$2.5		\$3.9
\$500,000 to \$999,999.99		\$0.0		\$0.0		\$0.0
\$100,000 to \$499,999.99		\$0.0		\$0.0		\$0.0
Subtotal		\$41.2		\$35.8		\$41.5
Software Development (Externally Developed)						
\$1,000,000 and Over						
--AMC Business Decision Model (ABDM)		\$0.7		\$1.1		\$0.0
--Advanced Computer Flight Plan (ACFP)		\$3.8		\$1.2		\$2.0
--Advance Shipping Notice (ASN)		\$0.0		\$0.0		\$2.8
--Automated Identification Technology (AIT)		\$1.0		\$0.6		\$1.7
--Business Decision Support System (BDSS)		\$0.0		\$0.0		\$1.2
--Command and Control Information Processing System (C2IPS)		\$6.2		\$3.4		\$10.6
--Command Center Global Command and Control System (GCCS)		\$1.1		\$2.4		\$0.1
--Command, Control, Computers, and Communications System (C4S)		\$1.6		\$0.0		\$0.0
--Commercial Operations Integrated System (COINS)		\$0.0		\$0.5		\$0.0
--Consolidated Air Mobility Planning System (CAMPS)		\$3.7		\$3.6		\$4.8
--Core Automated Maintenance System (CAMS)/G081		\$0.9		\$1.0		\$1.0
--Defend the Computing Environment		\$0.0		\$0.5		\$0.0
--Defend the Network Infrastructure		\$0.0		\$0.6		\$0.2
--Global Air Transportation Execution System (GATES)		\$12.9		\$3.6		\$5.5
--Global Decision Support System (GDSS)		\$2.0		\$3.5		\$3.7
--Global Transportation Network (GTN)		\$28.8		\$31.5		\$39.7
--Joint Mobility Control Group (JMCg)		\$1.9		\$0.6		\$2.0
--L-Band SATCOM		\$0.5		\$0.5		\$1.0
--Local Area Network (LAN)		\$0.3		\$1.0		\$2.0
--Logbook		\$0.0		\$0.9		\$0.9
--Management Reform Memorandum (MRM) #15		\$4.3		\$4.2		\$0.0
--Single Mobility System (SMS)		\$1.4		\$1.7		\$1.5
--System Integration		\$11.4		\$8.3		\$9.0
--Transportation Financial Management System (TFMS)		\$1.4		\$2.4		\$4.8
\$500,000 to \$999,999.99 - one line		\$1.0		\$0.5		\$0.0
\$100,000 to \$499,999.99 - one line		\$0.4		\$0.0		\$0.0
Subtotal		\$85.3		\$73.6		\$94.5

## Appendix B

### Financial Data Supplement

#### Activity Group Capital Investment Summary

Component: United States Transportation Command

Activity Group: Transportation

(\$ in Millions)

Item	FY 99		FY 00		FY 01	
Description	Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
Minor Construction						
\$1,000,000 and Over		\$0.0		\$0.0		\$0.0
\$500,000 to \$999,999.99		0.7		\$0.00		\$0.00
\$100,000 to \$499,999.99		\$8.5		\$13.2		\$9.8
Subtotal		\$9.2		\$13.2		\$9.8
Grand Total		\$192.6		\$175.4		\$196.9



## Appendix B

### Financial Data Supplement

<u>Element of Expense</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>
<b>Aviation/Ship Maintenance and Ops:</b>					
Lease/Charter Aircraft	\$ 891	\$ 857	\$ 671	\$ 683	\$ 599
Vessel Charters	\$ 659	\$ 757	\$ 566	\$ 548	\$ 552
Fuel	\$ 426	\$ 280	\$ 509	\$ 588	\$ 464
DLRs	\$ 349	\$ 236	\$ 228	\$ 322	\$ 282
Depot Maintenance/CLS	\$ 298	\$ 190	\$ 275	\$ 425	\$ 415
Military Augmentation	\$ 201	\$ 144	\$ 174	\$ 180	\$ 173
Supplies	\$ 132	\$ 135	\$ 126	\$ 142	\$ 128
Other Vessel Contracts	\$ 127	\$ 92	\$ 104	\$ 126	\$ 131
Travel	\$ 63	\$ 57	\$ 55	\$ 56	\$ 55
Other Airlift Costs	\$ 46	\$ 80	\$ 75	\$ 105	\$ 108
Ship Maintenance	\$ 43	\$ 46	\$ 86	\$ 46	\$ 56
Equipment	\$ 10	\$ 9	\$ 7	\$ 9	\$ 10
Maint & Ops Subtotal:	\$ 3,245	\$ 2,883	\$ 2,876	\$ 3,230	\$ 2,973
<b>Purchases:</b>					
Point to Point POVs	\$ 165	\$ 183	\$ 193	\$ 186	\$ 189
G&A Purchase from AF	\$ 116	\$ 121	\$ 131	\$ 141	\$ 155
ADP Maintenance	\$ 73	\$ 93	\$ 113	\$ 130	\$ 123
Stevedore Contracts	\$ 71	\$ 49	\$ 56	\$ 54	\$ 52
Facility Maintenance	\$ 60	\$ 49	\$ 11	\$ 56	\$ 60
Other	\$ 53	\$ 58	\$ 53	\$ 58	\$ 58
Canal/Port Fees	\$ 30	\$ 25	\$ 25	\$ 23	\$ 25
Information Services/Support	\$ 26	\$ 18	\$ 34	\$ 35	\$ 36
Utilities	\$ 14	\$ 14	\$ 14	\$ 16	\$ 18
Engineer/Analysis Services	\$ 14	\$ 23	\$ 21	\$ 24	\$ 24
Communications	\$ 12	\$ 12	\$ 10	\$ 16	\$ 17
Equipment Maintenance	\$ 9	\$ 20	\$ 15	\$ 22	\$ 24
Purchases Subtotal:	\$ 643	\$ 665	\$ 676	\$ 761	\$ 781
<b>Depreciation:</b>	\$ 158	\$ 172	\$ 210	\$ 201	\$ 210
<b>Other:</b>					
Travel	\$ 34	\$ 26	\$ 28	\$ 29	\$ 30
Supplies	\$ 26	\$ 30	\$ 65	\$ 26	\$ 28
Transportation	\$ 13	\$ 16	\$ 14	\$ 19	\$ 19
DFAS	\$ 10	\$ 8	\$ 11	\$ 9	\$ 12
Equipment	\$ 4	\$ 1	\$ 1	\$ 1	
Rent & Lease	\$ 3	\$ 3	\$ 4	\$ 4	\$ 4
Navy Public Works	\$ 2	\$ 12	\$ 1		
Defense Printing	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Fuel (MTMC)	\$ 1	\$ -	\$ -		
Other Subtotal:	\$ 94	\$ 97	\$ 125	\$ 89	\$ 94
<b>Personnel:</b>					
<b>Civilian Personnel:</b>	\$ 261	\$ 262	\$ 267	\$ 269	\$ 288
<b>Military Personnel:</b>	\$ 48	\$ 47	\$ 47	\$ 46	\$ 47
Personnel Subtotal:	\$ 309	\$ 309	\$ 314	\$ 315	\$ 335
<b>Total:</b>	<b>\$ 4,449</b>	<b>\$ 4,126</b>	<b>\$4,201</b>	<b>\$ 4,596</b>	<b>\$ 4,393</b>

## Appendix C

### Supplemental Information

#### Web Sites

Please note: These Internet web sites and references are current as of the date of publication of this report, but may be changed by the sponsoring organization. All links to non-USTRANSCOM sites or services are provided solely for your convenience and this listing does not constitute an endorsement of, nor warranty of, the services or information provided by such sites.

Acronym Finder <http://www.AcronymFinder.com/>  
 Air Mobility Command (AMC) <https://public.scott.af.mil/hqamc/>  
 Aviation Newsgroups <https://www.airports.com/newsgroup.html>  
 National Transportation Library <http://ntl.bts.gov>  
 DOD Custom Page <https://business.transcom.mil/>  
 Defense Travel System <http://www.dtic.mil/travelink/>  
 DTS Joint Reference Table <http://TMDS03.scott.af.mil/tmlds/>  
 Department of Transportation (DOT) <http://www.dot.gov/>  
 Electronic Shipping Guide <http://www.shipguide.com/>  
 Federal Aviation Administration <http://www.faa.gov/>  
 Federal Highway Administration <http://www.fhwa.dot.gov/>  
 Federal Maritime Commission <http://www.fmc.gov/>  
 Federal Railroad Administration <http://www.fra.dot.gov/site/index.htm>  
 Federal Transit Administration <http://www.fta.dot.gov/>  
 Global Shippers Network <http://www.globalshippersnetwork.net/>  
 Global Transportation Network (GTN) <http://www.gtn.transcom.mil/>  
 Intermodal Association of North America (IANA) <http://www.intermodal.org>  
 Joint Electronic Library <http://www.dtic.mil/doctrine/index.htm>  
 Joint Transportation Corporate Information Management Center Quarterly Newsletter  
<http://business.transcom.mil/JTCC/newsletter/2QTRFY02Newsletter.pdf>  
 Maritime Administration (MARAD) <http://www.marad.dot.gov/>  
 Military Sealift Command (MSC) <http://www.msc.navy.mil/>  
 Military Traffic Management Command (MTMC) <http://www.mtmc.army.mil/>  
 National Highway Traffic Safety Administration <http://www.nhtsa.dot.gov/>  
 North American Transportation Atlas Data <http://www.bts.gov/ntda/nortad/>  
 Princeton University, Department of Electronic Engineering <http://www.ee.princeton.edu/>  
 United States Transportation Command Handbook 24-2 [http://public.transcom.mil/J6/j6o/j6\\_o/pubs/h24-2.pdf](http://public.transcom.mil/J6/j6o/j6_o/pubs/h24-2.pdf)  
 United States Transportation Command (USTRANSCOM) <http://public.transcom.mil/index.cfm>

## Appendix C

### Supplemental Information

#### Abbreviations & Acronyms

Please note: this list is strictly intended to provide the full term for each abbreviation or acronym as they apply to this report. In some cases, a brief definition for each term is also provided to clarify the use of the term as it applies in this report. The principal references for transportation abbreviations and acronyms are: the Department of Defense Dictionary of Military and Associated Terms (Joint Publication 1-02); Joint Doctrine for the Defense Transportation System (Joint Publication 4-01); and Understanding the Defense Transportation System (USTRANSCOM Handbook 24-2). Please consult the list of References, Sources & Web Sites in this report for further information regarding these publications.

3PL	Third-Party Logistics
AAFES	Army and Air Force Exchange Service
ACARS	Aircraft Communications Addressing and Reporting System
ACFP	Advanced Computer Flight Planning System
ACTD	Advanced Concept Technology Demonstration
AE	Aeromedical Evacuation
AEF	Aerospace Expeditionary Force
AF	Air Force
AFB	Air Force Base
AFMSS	Air Force Mission Support System
AFPN	Air Force Print News
AFRC	Air Force Reserve Command
AIT	Automatic Identification Technology
AMC	Air Mobility Command
AMP	Avionics Modernization Program
ANG	Air National Guard
AOC	Air Operations Center
AOR	Accumulated Operating Result
AOR	Area of Responsibility
AP	Agile Port
APL	American President Lines
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
ARA	Airlift Readiness Account
AT21	Agile Transportation for the 21st Century
B2B	Business to Business
B2C	Business to Customer
B2E	Business to Enterprise
BC	Business and Acquisition Center
C2	Command and Control
C4S	Command, Control, Communications, and Computer Systems
CADS	Containerized Ammunition Distribution System
CAP	Crisis Action Planning
CAPS II	Consolidated Aerial Port System, Second Generation
CAT	Crisis Action Team

## Appendix C

### Supplemental Information

CBT	Computer-Based Training
CFR	Code of Federal Regulations
CINC	Commander in Chief
CIO	Chief Information Officer
CIP	Critical Infrastructure Protection
CJCS	Chairman of the Joint Chiefs of Staff
CLAN	Core Local Area Network
COA	Course of Action
COE	Common Operating Environment
COMSTAT	Communications Status Report
CONOPS	Concept of Operations
CONUS	Continental United States: contiguous U.S., does not include Hawaii or Alaska
CORE	Contingency Response Program
CRAF	Civil Reserve Air Fleet
CRAG	Compass, Radar, and Global Positioning System
CRC	Crisis Response Cell
CSAF	Chief of Staff, United States Air Force
CWT	Customer Wait Time
CY	Calendar Year
DA	Department of the Army
DAAS	Defense Automatic Addressing System
DCS	Defense Courier Service
DDC	Defense Distribution Command
DeCA	Defense Commissary Agency
DEPSECDEF	Deputy Secretary of Defense
DESC	Defense Energy Support Center
DFAS	Defense Finance and Accounting Service
DISA	Defense Information Systems Administration
DISN	Defense Information Systems Network
DLA	Defense Logistics Agency
DMLSS	Defense Medical Logistics Standard Support
DOD	Department of Defense
DOT	Department of Transportation
DSC	Deployment Support Command
DSN	Defense Switched Network
DTR	Defense Transportation Regulation
DTS	Defense Transportation System
DTS-EA	Defense Transportation System Enterprise Architecture
DUSD(L)	Deputy Under Secretary of Defense, Logistics
E2E	End to End
EA	Enterprise Architecture
E-Commerce	Electronic Commerce
EDI	Electronic Data Interchange
EDT	Eastern Daylight Time
FAA	Federal Aviation Administration

## Appendix C

### Supplemental Information

FACTS	Financial Air Clearance Transportation System
FAR	Federal Acquisition Regulation
FDP	Future Deployment Process
FEMA	Federal Emergency Management Agency
FHWA	Federal High Way Administration
FOC	Full Operational Capability
FORSCOM	Forces Command
FPI	Functional Process Improvement
FPO	Force Protection Office
FPWG	Force Projection Working Group
FSMP	Full Service Moving Project
FSS	Fast Sealift Ship
FY	Fiscal Year
GATES	Global Air Transportation Execution System
GATM	Global Air Traffic Management
GBL	Government Bill of Lading
GCCS	Global Command and Control System
GCSS	Global Combat Support System
GDSS	Global Decision Support System
GEP	Ground Entry Point
GES	GTN Exercise Support
GIS	Geographic Information System
GMI	General Military Intelligence
GOPAX	Groups Operational Passenger System
GOTS	Government-Off-The-Shelf
GPMRC	Global Patient Movement Requirements Center
GSA	General Services Administration
GTN	Global Transportation Network
GTN 21	Global Transportation Network 21
HHG	Household Goods
HSS	High Speed Sealift
HTML	Hypertext Markup Language
IA	Intelligent Agents
IA/IP	Information Assurance/Information Protection
IAVA	Information Assurance & Vulnerability Assessment
IBCT	Interim Brigade Combat Team
IBS	Integrated Booking System
ICAO	International Civil Aviation Organization
ILOC	Interlocking Lines of Communication
INFOCON	Information Operations Conditions
IOC	Initial Operational Capability
IPDS	Inland Petroleum Distribution System
IRRIS	Intelligent Road and Rail Information System
IT	Information Technology
ITV	In-transit Visibility

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### Supplemental Information

IWS	InfoWorkSpace
JALIS	Joint Air Logistics Information System
JCS	Joint Chiefs of Staff
JDPI	Joint Deployment Process Initiative
JDPO	Joint Deployment Process Owner
JDTC	Joint Deployment Training Center
JICTRANS	Joint Intelligence Center for Transportation
JIWG	Joint Infrastructure Working Group
JLOTS	Joint Logistics Over-the-Shore
JLWI	Joint Logistics Warfighting Initiative
JMCG	Joint Mobility Control Group
JOA	Joint Operational Architecture
JOPEs	Joint Operation Planning and Execution System
JOSAC	Joint Operational Support Airlift Center
JP	Joint Publication
JPEC	Joint Planning and Execution Community
JRTC	Joint Readiness Training Center
JT&E	Joint Test & Evaluation
JTCC	Joint Transportation Corporate Information Management Center
JTF SWA	Joint Task Force - Southwest Asia
JTL ACTD	Joint Theater Logistics Advanced Concept Technology Demonstration
JTMO	Joint Traffic Management Office
JTRU	Joint Transportation Reserve Unit
JTTP	Joint Tactics, Techniques and Procedures
JULLS	Joint Universal Lessons Learned System
JV2020	Joint Vision 2020
KFOR	Kosovo Peacekeeping Force
L/T	Long Ton: 2,240 pounds
LAN	Local Area Network
LASH	Lighter Aboard Ship
LCM	Landing Craft Medium
LMSR	Large, Medium Speed Roll-On/Roll-Off
M2K	Mobility 2000
M&S	Modeling & Simulation
M/T	Measurement Ton (40 cubic feet)
MAF	Mobility Air Forces
MAJCOM	Major Command
MARAD	Maritime Administration
MARDEZ	Maritime Defense Zone
MBA	Military Bus Agreement
MCC	Mobility Control Center
MEDEVAC	Medical Evacuation
MIA	Missing in Action
MILAIR	Military Air
MILALOC	Military Air Lines of Communication



## Appendix C

### Supplemental Information

MILSTAMP	Military Standard Transportation and Movement Procedures
MOTCO	Military Ocean Terminal Concord
MPRS	Multi-Point Refueling System
MRM 15	Management Reform Memorandum #15
MRS 05	Mobility Requirements Study 2005
MSC	Military Sealift Command
MTMC	Military Traffic Management Command
MTW	Major Theater War
MWR	Morale, Welfare & Recreation
NATO	North Atlantic Treaty Organization
NAVSTA	Naval Station
NDMS	National Disaster Medical System
NDTA	National Defense Transportation Association
NEXCOM	Navy Exchange Service Command
NGSL	Next Generation Small Loader
NIFC	National Interagency Fire Center
NIMA	National Imaging and Mapping Agency
NIPRNET	Non-Classified Internet Protocol Router Network
NOR	Net Operating Result
NOTAM	Notice to Airmen
NPRN	National Port Readiness Network
NSA	National Security Agency
NSF	National Science Foundation
NTC	National Training Center
OA	Operational Architecture
OCONUS	Outside the Continental United States: outside of CONUS
OEF	Operation Enduring Freedom
ODOB	On Demand Order of Battle
OOOI	Out, Off, On, In
OPLAN	Operational Plan
OPORDS	Operational Orders
ORM	Operational Risk Management
OSA	Operational Support Airlift
OSD	Office of the Secretary of Defense
OTO	One-Time-Only
OUSD (C)	Office of the Under Secretary of Defense, Comptroller
OV	Operational View
PACE	Port and Airfield Collaborative Environment
PB	President's Budget
PFI	Partners in Fiscal Integrity
PMO	Program Management Office
PRMC	Patient Movement Requirements Center
POD	Port of Debarkation
POE	Port of Embarkation
POL	Petroleum, Oils, and Lubricants
POV	Privately Owned Vehicle

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### Supplemental Information

PPSO	Personal Property Shipping Offices
PRAMS	Passenger Reservation and Manifesting System
PSAB	Prince Sultan Air Base
PTOPS	Pilot Transportation Operational Personal Property Standard System
QDR	Quadrennial Defense Review
RAF	Royal Air Force
RC	Reserve Component
RDD	Required Delivery Date
RFID	Radio Frequency Identification
RFP	Request for Proposal
RO/RO	Roll-On/Roll-Off
ROK	Republic of Korea
ROS	Reduced Operational Status
RRDF	Roll-On/Roll Off Discharge Facility
RRF	Ready Reserve Force or Ready Reserve Fleet
RSOI	Reception, Staging, Onward Movement and Integration
S&M	Scheduling and Movement
S/T	Short Ton: 2,000 pounds or 0.907 M/T
SAAM	Special Assignment Airlift Mission
SATCOM	Satellite Communications
SDMI	Strategic Distribution Management Initiative
SDP	Strategic Distribution Platforms
SFOR	Stabilization Force
SG	Surgeon General
SIPRNET	Secret Internet Protocol Router Network
SITREP	Situation Report
SMS	Single Mobility System
SPE	Small Package Express
SS	Ship Service
SSA	Supply Support Activity
SWA	Southwest Asia
SWG	Select Working Group
TACC	Tanker Airlift Control Center
TC	Team Challenge or TURBO Challenge
TC01	TURBO Containerized Ammunition Distribution System (CADS) 2001
TC-AIMS II	Transportation Coordinator's Automated Information for Movement System II
TCC	Transportation Component Command: AMC, MSC and MTMC
TDC	Theater Deployable Communications
TDC/ICAP	Theater Deployment Communications/Integrated Communications Access Package
TDD	Time Definite Delivery
TEA	Transportation Engineering Agency
TEUs	Twenty-Foot Equivalent Units (20-foot container)
TFMS	Transportation Financial Management System

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### Supplemental Information

TICOI	Transportation Intelligence Community of Interest
TMIP	Theater Medical Information Program
TOPS	Transportation Operational Personal Property Standard System
TPFDD	Time-Phased Force Deployment Data
TPMRC EUCOM	Theater Patient Movement Requirements Center in Europe
TRAC2ES	TRANSCOM's Regulating and Command and Control Evacuation System
TrAMS	Transportation Automated Measuring Systems
TRANSCAP	Transportation System Capability
TRANSCOP	Transportation Common Operating Picture
TROL	Transportation and Operations Law
TWCF	Transportation Working Capital Fund
TWG	Threat Working Group
UFL	Ulchi Focus Lens
UMMIPS	Uniform Material Movement and Issue Priority System
UN	United Nations
UNAAF	Unified Action Armed Forces
URL	Uniform Resource Locator
US	United States
USA	United States Army
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USAFE	United States Air Forces in Europe
USC	Universal Service Contract
USCENTAF	US Central Command Air Force
USCENTCOM	United States Central Command
USCG	United States Coast Guard
USCINCPAC	Commander in Chief, United States Pacific Command
USCINCTRANS	Commander in Chief, United States Transportation Command
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USMC	United States Marine Corps
USN	United States Navy
USNS	United States Naval Ship
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTC	Unit Type Codes
VISA	Voluntary Intermodal Sealift Agreement
WBEL	Wide Body Elevator Loader
WPS	Worldwide Port System
WTC	World Trade Center
WWX	Worldwide Express

## Appendix C Supplemental Information

### Terms & Definitions

Please note: This list is strictly intended to provide definitions for terms as they apply to this report. The principal references for transportation terms and definitions are: the Department of Defense Dictionary of Military and Associated Terms (Joint Publication 1-02); Joint Doctrine for the Defense Transportation System (Joint Publication 4-01); and Understanding the Defense Transportation System (USTRANSCOM Handbook 24-2). Please consult the list of [References, Sources & Web Sites](#) in this report for further information regarding these publications.

**Accumulated Operating Result (AOR)**. At the end of a given fiscal year, Transportation Working Capital Fund business areas have either a loss or gain (e.g., they have either a positive or negative Net Operating Result (NOR)).

**Automatic Identification Technology (AIT)**. Bar codes, radio frequency tags, or other technology designed to store and automatically communicate the contents of a shipping container or package when it is scanned or prompted for information. AIT is designed to improve both the speed and accuracy of recording and communicating shipping information.

**Breakbulk cargo**. Cargo that is shipped in individual packages, commonly placed in the hold when transported by ship. In contrast, when individual packages or wheeled vehicles and other equipment are placed in large metal shipping containers, this cargo is not breakbulk but is considered to be “container cargo.” Please see the definition for container cargo.

**Channel airlift**. Airlift service provided for common use, on a recurring basis between two points. Please see the definitions for common use and charter-type missions.

**Charter**. To hire or lease a vessel according to conditions agreed upon in a contract document known as a charter party. To charter a ship for a period of time is known as a “time charter” or for a voyage is known as a “voyage charter.” (Please see the definition for liner.)

**Civil Reserve Air Fleet (CRAF)**. A program in which the Department of Defense uses aircraft owned by a U.S. entity or citizen. The aircraft are allocated by the Department of Transportation to augment the military airlift capability of the Department of Defense. The CRAF has three main segments: International, National, and Aeromedical Evacuation (AE). The International segment is further divided into the Long-Range and Short-Range sections and the National segment into the Domestic and Alaskan sections.

**Command, Control, Communications, and Computer Systems (C4S)**. Integrated systems of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications designed to support a commander’s exercise of command and control across the range of military operations. Also called C4 systems.

**Container cargo**. Cargo that is shipped in large rectangular or square containers of a strong structure (sometimes made of corrugated steel) that can withstand continuous rough handling. (Please see the definition for breakbulk cargo.)

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### Supplemental Information

#### Terms & Definitions

**Contingency Response (CORE) Program.** A program that supports the acquisition of domestic civil transportation resources during military deployments. This voluntary program provides the Department of Defense with commercial transportation service support and priority for commercial transportation prior to and during contingency and mobilization.

**Customer.** Any authorized user of the Defense Transportation System.

**Customer Wait Time.** The total elapsed time between issuance of a customer order and satisfaction of that order.

**Defense Transportation System (DTS).** That portion of the Nation's transportation infrastructure which supports Department of Defense common-user transportation needs across the range of military operations. It consists of those common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by the Department of Defense.

**Denton Amendment cargo.** Cargo intended for humanitarian use, donated by private citizens or organizations that may move on a space available basis within the Defense Transportation System.

**Dry cargo.** Break bulk and containerized cargo or other merchandise, exclusive of petroleum, oils and lubricants and other liquid cargo carried in bulk. Please see the definitions for break bulk and container cargo.

**Electronic Data Interchange (EDI).** Electronic Data Interchange (EDI) is the computer-to-computer exchange of business information using a public standard. EDI is a central part of Electronic Commerce because it enables businesses to exchange business information electronically much faster, cheaper, and more accurately than is possible using paper-based systems.

**En route.** On the way to a destination, including intermediate stops.

**Federal Aviation Administration (FAA).** A U.S. government agency that operates national airspace systems and civil air or general aviation transportation facilities, including air traffic control.

**Global Air Traffic Management (GATM).** A series of upgrades to aircraft communication, navigation, surveillance, and air traffic management systems within the Department of Defense that is designed to provide interoperability with civil air traffic management systems and ensure global access.

**Global Air Transportation Execution System (GATES).** Air Mobility Command's system for manifesting passengers and cargo for airlift. The system also contains intermodal capabilities like the ability to prepare truck manifest. GATES reports near-real-time in-transit visibility (ITV) data to the Global Transportation Network (GTN) and provides seamless transition between peacetime and wartime operations.

**Global Transportation Network (GTN).** The automated command and control information system that enables USTRANSCOM and its components to provide global transportation management. GTN provides the integrated transportation data and systems necessary to accomplish global transportation planning, command and control, and in-transit visibility during peace and war.

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#### Terms & Definitions

**Government Bill of Lading (GBL).** A government document used to procure transportation and related services from commercial carriers.

**Groups Operational Passenger System (GOPAX).** A system which assists in the procurement of transportation support for Department of Defense group passenger movements through competition within the carrier industry. Internet-based modules of GOPAX link with the group movement functions of the Military Traffic Management Command, Air Mobility Command, USTRANSCOM Mobility Control Center, and installation transportation offices.

**Household Goods (HHG).** All personal property associated with the home and all personal effects belonging to a member of the Department of Defense and his/her dependents, with certain regulatory and statutory exceptions.

**In-transit Visibility (ITV).** The ability to track the identity, status, and location of DOD unit and non-unit cargo (excluding bulk petroleum, oils, and lubricants); passengers; medical patients; and personal property from origin to consignee or destination established by the CINCs, the Services, or DOD agencies during peace, contingencies, and war.

**Integrated Booking System (IBS).** An automated system that provides a single, worldwide, automated system for booking cargo on ocean vessels.

**Intermodal.** Involving more than one mode of transportation (sea, air, road, rail) to accomplish an origin-to-destination movement with only a single transportation provider. If the shipper must contract or make separate arrangements with more than one transportation provider for more than one mode of shipment, the movement is "multimodal." (Please see the definition for multimodal.)

**Internet.** Worldwide information resources that are linked together by a global network allowing them to communicate with each other. Services currently provided on the internet include: sending "e-mail" text between persons/organizations; browsing "web" sites containing text, pictures, sound and animation to access information; and electronic commerce/business (i.e., "e-business" or "e-biz") for buying and selling goods and services. Also known as the "Net," "Worldwide Web," or "Web."

**Joint.** In the Department of Defense, connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate.

**Joint Logistics Over-the-Shore (JLOTS).** Logistics Over-the-Shore (LOTS) is the loading and unloading of ships without the benefit of fixed port facilities, in friendly or undefended territory and, in time of war, during phases of theater development in which there is no opposition by the enemy. It is called JLOTS when conducted by two or more military services.

**Joint Operation Planning and Execution System (JOPES).** A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems. It provides the foundation for conventional command and control by national and theater-level commanders and their staffs. JOPES includes joint operation planning policies, procedures, and reporting structures supported by



## Appendix C Supplemental Information

### Terms & Definitions

communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations.

**Large, Medium Speed Roll-On/Roll-Off (LMSR) ship.** A ship that can carry wheeled and tracked vehicles and equipment. Capable of sustained speed of 24 knots, these new construction vessels have a cargo carrying capacity of more than 380,000 square feet, equivalent to almost eight football fields. LMSRs have a slewing stern ramp and a removable ramp, which services two side ports, making it easy to drive vehicles on and off the ship. Interior ramps between decks ease traffic flow once cargo is loaded aboard ship.

**Liner.** A cargo-carrying ship, which is operated between scheduled, advertised ports of loading and discharge on a regular basis. Typically, a contract to move cargo by liner is one where the shipping company's freight rates are charged based on the company's tariff. In essence, the shipper buys a certain amount of space from the shipping company to have the company move a certain number of pieces of freight—in contrast to a charter where the contract is typically for use of the entire ship. (Please see the definition for charter.)

**Maritime Administration (MARAD).** MARAD is a United States Department of Transportation agency that administers laws and programs designed to maintain a merchant marine capable of meeting the Nation's shipping needs for both domestic and foreign commerce and national security. MARAD maintains an active Ready Reserve Force (RRF); administers the Voluntary Intermodal Sealift Agreement (VISA); acquires U.S.-flag, U.S.-owned and other militarily useful merchant ships; operates as the national shipping authority to obtain North Atlantic Treaty Organization flag ships to support U.S. requirements; ensures the readiness of strategic commercial seaports; administers the Vessel War Risk Insurance program; and sponsors merchant mariner training programs for both licensed and unlicensed seamen.

**Military Service.** The United States Army, Navy, Marine Corps, and Air Force.

**Multimodal.** Involving more than one mode of transportation (sea, air, road, rail) to accomplish an origin-to-destination movement when the shipper must contract or make separate arrangements with more than one transportation provider. (Please see the definition for intermodal.)

**National Defense Transportation Association (NDTA).** An educational, non-profit organization whose committees address issues, programs, trends, policies, and other matters affecting government and commercial transportation.

**Net Operating Result (NOR).** (Please see the definition for Accumulated Operating Result (AOR).)

**Operational Support Airlift (OSA).** OSA missions are movements of high-priority passengers and cargo with time, place, or mission-sensitive requirements. OSA aircraft are those fixed-wing aircraft acquired and/or retained exclusively for OSA missions, as well as any other DOD-owned or controlled aircraft, fixed- or rotary-wing, used for OSA purposes.

**Pallet.** A flat object, generally made of steel (88' by 108') for air shipments and made of wood for other shipments on which goods, particularly those in boxes, cartons or bags, can be stacked. Its purpose is to facilitate the movement of such goods.

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**Port of Debarkation (POD).** The geographic point at which cargo or personnel are discharged. May be a seaport or aerial port of debarkation. For unit requirements, it may or may not coincide with the destination.

**Port of Embarkation (POE).** The geographic point in a routing scheme from which cargo or personnel depart. May be a seaport or aerial port from which personnel and equipment flow to a port of debarkation. For unit and non-unit requirements, it may or may not coincide with the origin.

**Prepositioning.** Placement of military units, equipment, or supplies at or near the point of planned use or at a designated location to reduce reaction time, and to ensure timely support of a specific force during initial phases of an operation or until replenishment can be effected.

**Privately Owned Vehicle (POV).** A motor vehicle that is not directly owned or leased by the Government.

**Ready Reserve Force (RRF).** U.S. government-owned fleet of commercially designed deep-draft ships of various configurations and capabilities maintained by MARAD to respond within four, five, ten or twenty days to national emergency sealift requirements, particularly the movement of military unit equipment.

**Required Delivery Date (RDD).** The calendar date when material is required by the requisitioner, or the date when the supported CINC requires a unit to be at its destination.

**Shipper.** A person, company, or organization that enters into a contract to have another party perform the shipment, carriage, or cargo handling of goods.

**Special Assignment Airlift Mission (SAAM).** A mission for special pick-up or delivery by AMC at points other than established AMC routes which requires special consideration because of the number of passengers involved, the weight or size of the cargo, the urgency or sensitivity of movement, or other special factors. (Please see the definition for charter-type missions.)

**Surge.** As applied to Defense Transportation System movements, refers to sudden increases in the volume of customer requirements.

**Third Party Logistics (3PL).** The use of a third party (commercial) provider to move domestic freight shipments.

**Time-Phased Force Deployment Data (TPFDD).** The Joint Operation Planning and Execution System data base portion of an operation plan; it contains time-phased force data, non unit-related cargo and personnel data, and movement data for the operation plan, including: a. In-place units. b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation. c. Routing of forces to be deployed. d. Movement data associated with deploying forces. e. Estimates of non unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces. f. Estimate of common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources.

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#### Terms & Definitions

**TRANSCOM's Regulating and Command & Control Evacuation System (TRAC2ES)**. Integrates medical regulation and aeromedical evacuation while supporting and improving patient movement practices. The system is designed to support deliberate and crisis action patient movement planning and ensures total patient and medical asset visibility and patient in-transit visibility.

**Transportation Automated Measuring Systems (TrAMS)**. A system under development to capture transportation data such as transportation control numbers, line item numbers, model numbers, weight measurements of Army vehicles and interface with Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II) planning databases. This fusion of technologies will speed the movement of high-priority cargo to crisis locations.

**Transportation Component Command (TCC)**. Service component commands of USTRANSCOM, under the combatant command of USCINCTRANS. The TCCs are: Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC).

**Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II)**. TC-AIMS II is a system under development that, when completed, will provide unit movement personnel and installation transportation officers (ITO/TMO) throughout DOD with a single, effective, efficient automated information system (AIS) to perform transportation management for movement of units in contingencies, and passengers and cargo in day-to-day and sustainment operations within the Defense Transportation System (DTS). TC-AIMS II is a joint development effort among the services with the Army serving as the executive agent.

**Transportation Operational Personal Property Standard System (TOPS)**. This system is a joint project designed to support the worldwide Personal Property Movement and Storage Program.

**Transportation Working Capital Fund (TWCF)**. The USTRANSCOM portion of the Working Capital Fund transportation business area. The TWCF is a revolving fund that utilizes business-like cost accounting to determine the total cost of business activity.

**Unified command**. A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more military Services.

**Uniform Material Movement and Priority System (UMMIPS)**. A scheme to apply a military standard for the priority of shipping and issuing requisitioned supplies. It is based upon a combination of factors, which relate the mission of the requisitioner and the urgency of need or the end use, and is used to provide a means of assigning relative rankings to competing demands placed on the Department of Defense supply system.

**Universal Services Contract (USC)**. A contract that provides procedures and guidelines for the peacetime VISA business process. Under this contract, DTS shippers benefit from ocean rates that are comparable with those of commercial traffic negotiated under conditions of full and open competition.

**Visibility**. Objectives include automation of the process of planning, managing, and reporting the movement-related aspects of deployment, sustainment, and redeployment activities.

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### **Supplemental Information**

#### **Terms & Definitions**

**Worldwide Port System (WPS).** A system that has been fielded around the world to provide data to managers of ocean port cargo operations.

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**Air Mobility Command (AMC)**

<http://public.scott.af.mil/hqamc>



**Military Sealift Command (MSC)**

<http://www.msc.navy.mil/>



**Military Traffic Management Command (MTMC)**

<http://www.mtmc.army.mil/>