

# Transportation For A New Millennium

## 2000 ANNUAL COMMAND REPORT



United States Transportation Command

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United States Transportation Command  
(USTRANSCOM)  
Leadership



Leadership from left to right: Major General Privratsky, General Robertson, Lieutenant General Brown, and Vice Admiral Holder



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Transportation for a New Millennium

## INTRODUCTION

from the Commander in Chief, United States Transportation Command

### "TRANSPORTATION FOR A NEW MILLENNIUM"

A new millennium...a new century...a new decade...a new year...a time for reflection...and a time for vision. The 20th century saw an unprecedented amount of change. In the midst of constant change, the United States Transportation Command (USTRANSCOM) has met and kept pace with yesterday's challenges in an efficient, effective, and reliable manner. Our Annual Command Report gives us the opportunity both to contemplate the past and to plan for a future of even greater and more innovative defense transportation initiatives than ever envisioned.



As the National Military Strategy (NMS) of Global Engagement continues to evolve, peacekeeping and humanitarian efforts have kept USTRANSCOM fully engaged this past year. Our component commands, Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC), worked to synchronize the movement of people and supplies over the entire globe. AMC, MSC, and MTMC orchestrated the movement of thousands of troops, massive amounts of supplies, and countless pieces of equipment into areas such as East Timor, Bosnia, Kosovo, and Haiti in an effort to promote peace. We sent troops, supplies, and equipment to earthquake-stricken Turkey and flood-ravaged Venezuela and South Africa in an effort to ease human suffering. USTRANSCOM personnel supported the historic withdrawal of US troops from the Panama Canal zone, the air movement of Polish troops into Kosovo, and the first rail delivery of heavy military equipment into Kosovo. Additionally, we remember the challenging evacuation of a National Science Foundation research physician from the South Pole as temperatures dipped to 58 degrees Fahrenheit below zero.

Approaching the millennium, we witnessed the world becoming increasingly dependent on information technology. The hours and minutes surrounding the stroke of midnight on the eve of the millennium were met with a great deal of anticipation and anxiety. Due to the critical and extensive nature of the USTRANSCOM mission, the world's eye was watching this transition very closely. USTRANSCOM rose triumphantly to the challenge. Countless hours of preparation resulted in a virtually flawless transition from the 20th to the 21st century. While state-of-the-art system capability contributed to the successful transition, this feat could not have been accomplished without the hard work and dedication of thousands of people--people who worked tirelessly behind the scenes to make the stroke of midnight just another passing moment.

The new millennium promises to be both challenging and exciting. During the 21st century, our nation will face a wide range of challenges and opportunities that will require a military that



can both win wars and contribute to peace. Our soldiers, sailors, airmen, Marines, and civilians need to prepare now for this uncertain future.

USTRANSCOM's strength is the dedication of its people to achieve its visionary strategies to meet the promise of Joint Vision 2020's goal of full spectrum dominance through focused logistics and information superiority. The move toward decreased supply stocks and development of supply chain management concepts within the Department of Defense places a premium on timely fulfillment of requirements and an even higher emphasis on cost effective, reliable transportation services. Focused logistics, the key element to meeting all transportation requirements, will effectively link all logistics functions and units through advanced information systems that integrate real-time total asset visibility with a common relevant operational picture. In order to meet our focused logistics goals, we must continue to develop systems that are reliable, efficient, flexible, responsive, secure, and that capitalize on common business practices. Along with total asset visibility, our information systems incorporate joint decision support tools to promote collaborative planning, course of action development, and course of action analysis. Transportation systems of the 21st century will be capable of providing consistent, real-time, accurate, logistics and asset visibility information to any authorized user. This is the cornerstone of USTRANSCOM systems development.

If past performance is any indication of future success, USTRANSCOM, along with its component commands--AMC, MSC, and MTMC--will undoubtedly prevail as the transportation leaders in the 21st century. Our reflection on the past allows us to learn the lessons of experience. It is our vision of the future that plots the course of tomorrow.

To the men and women of USTRANSCOM, thank you for a champion year!

CHARLES T. ROBERTSON, JR.  
General, USAF

Management Overview



## Management Overview

The world is a vast expanse of land and sea. However, thanks to the military and civilians of United States Transportation Command (USTRANSCOM) and the Transportation Component Commands (TCCs), the world is really getting much smaller. On any given day, USTRANSCOM has air, land, and sea operations underway in support of U.S. military geographic Commanders in Chief around the globe. USTRANSCOM moves cargo, passengers and medical patients. The command 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. The command flies the president, along with his support equipment and personnel, on his official travels the country and around the globe. And finally, the command is immersed in transportation information management.

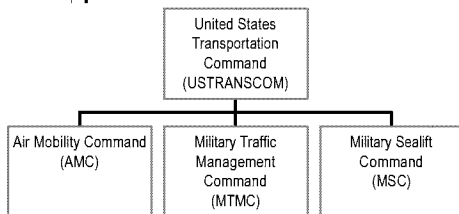
USTRANSCOM is one of nine unified commands in the Department of Defense. Composed of forces from two or more military departments, unified commands have broad, continuing missions under a single commander. Of the nine unified commands within DOD, five CINCs have geographic areas of responsibility and 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 non-military requirements.

To perform our global mission, we turn to our TCCs. The Army's Military Traffic Management Command provides overland transportation and common-user seaport operations, the Navy's Military Sealift Command offers common-user sealift and prepositioned stocks, and the Air Force's Air Mobility Command provides airlift and aerial refueling. We also rely heavily on our nation's commercial transportation industry with the incredibly large fleet of aircraft, ships, trucks, trains, and barges necessary to accomplish our mission.



Our military assets, along with access to the commercial transportation industry, form the Defense Transportation System. Joint Publication 1-02, "Unified Action Armed Forces, " defines the DTS as "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."



## Management Overview

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 References, Sources & Web Sites at the end of this report.

### USTRANSCOM Staff

<u>USTRANSCOM</u>		Except for liaison officers, USTRANSCOM is located at Scott
<b>Personnel</b>	<b>Total</b>	Air Force Base, Ill. Representation of members from all the mil-
<b>Military</b>	<b>735</b>	itary Services into a joint staff is the heart of USTRANSCOM's
<b>Civilians</b>	<b>332</b>	unique ability to provide defense transportation support world-
<b>Total</b>	<b>1067</b>	wide. The command staff is comprised of six functional direc-

torates, five direct reporting elements, chief counsel, command surgeon, inspector general, command chaplain, command section and personal staff.

The Commander in Chief, USTRANSCOM (CINCTRANS) 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 with major customers 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 took the lead in FY00 developing the DOD Transportation Intelligence Community of Interest, orchestrating the efforts of diverse intelligence production centers to meet vital DTS intelligence requirements.

### Air Mobility Command

<u>AMC</u>		Headquartered at Scott Air Force Base, Ill., AMC provides common-user
<b>Personnel</b>	<b>Total</b>	and exclusive-use airlift, aerial refueling, and aeromedical evacu-
<b>Military</b>	<b>49,859</b>	ation transportation services to deploy, employ, sustain, and rede-
<b>Civilians</b>	<b>7,796</b>	ploy U.S. forces worldwide. Additionally, AMC is the worldwide
<b>Total</b>	<b>57,655</b>	aerial port manager and, where designated, operator of common-user

aerial ports.

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

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

## Management Overview

### Military Sealift Command

<b>MSC</b>	MSC, headquartered at Washington's Navy Yard, provides common-user and exclusive-use sealift transportation services to deploy, employ, sustain, and redeploy U.S. forces around the globe. MSC provides sealift and prepositioned stocks to U.S. forces with its fleet of government-owned and chartered U.S.-flagged commercial ships, giving preference to ship operating companies who signed the Voluntary Intermodal Sealift Agreement.
<b>Personnel Total</b>	
<b>Military</b>	2,065
<b>Civilians</b>	6,467
<b>Total</b>	8,532

### Military Traffic Management Command

<b>MTMC</b>	MTMC, headquartered in Alexandria, Va., provides global surface transportation to meet National Security objectives in peace and war. With units stationed around the globe, MTMC serves as the single port manager to the geographic CINCs, and provides traffic management services to deploy, sustain, and redeploy forces worldwide. Additionally, MTMC executes the personal property and passenger movements program and performs deployability engineering.
<b>Personnel Total</b>	
<b>Military</b>	256
<b>Civilians</b>	2,119
<b>Total</b>	2,375

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: the 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.

### Our Reserve Components

No unified command is more dependent on an early call-up of the Reserve than USTRANSCOM. Approximately one-third of the command's military capability lies within the reserve component. These forces work everyday with their active-duty counterparts in the TCCs as part of a team, supporting ongoing support missions and contingencies.

USTRANSCOM also has a Joint Transportation Reserve Unit that 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 FY00, 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.

## Management Overview

### Our Commercial Partners

USTRANSCOM depends upon its partners in the commercial transportation industry to deploy and support military forces. Visibility over commercial movements is necessary to achieve effective command and control. 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:

#### 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: U.S. Transportation Command; Military Sealift Command; U.S. Atlantic Command; U.S. Army Corps of Engineers; U.S. Maritime Defense Zone; Military Traffic Management Command; Maritime Administration; U.S. Forces Command; and the U.S. Coast Guard.

#### Civil Reserve Air Fleet

The U.S. airline industry, through the CRAF, provides aircraft and crews to support DOD in emergencies when requirements exceed available military aircraft. The CRAF has three main segments: international, national and Aeromedical Evacuation. The international segments are divided into the long-range and short-range sections, and the national segment into the domestic and Alaskan sections.

The airlines contractually pledge aircraft to the various CRAF segments, DOD use when needed. To provide incentives for civil carriers and to assure the United States of adequate airlift service, AMC awards peacetime airlift contracts to civilian airlines which pledge aircraft to the CRAF.

#### 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 the Maritime Administration to form the Voluntary Intermodal Sealift Agreement. VISA makes it possible for the DOD to use ships and shore-based transportation systems of ocean shipping companies which, in turn, receive a subsidy from the federal government or are awarded peacetime defense cargo movement contracts. Because of VISA, commercial

## Management Overview

transportation companies are an integral part of the military contingency planning process.

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 (RO/RO) 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 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. 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, USAF, USN, USMC, USAF)  
 Defense Logistics Agency  
 Exchange Services (e.g., Army and Air Force Exchange Service,  
 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



## Management Overview

### Transportation for a New Millennium

USTRANSCOM continues to provide air, land, and sea transportation services including aerial and seaport operations. We use the organic assets of our TCCs 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 moving forward, into the millennium, to meet challenges and opportunities of a changing economic and political future. A review of our activities in FY00 shows the challenges that USTRANSCOM and our component commands continue to meet as we move forward into Transportation for a New Millennium.



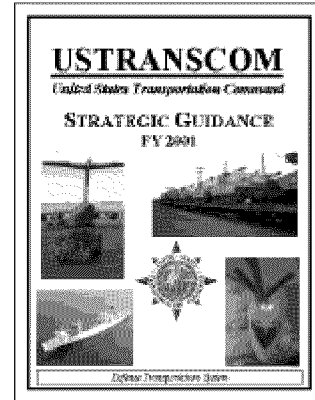
Global Transportation - The Future



## Global Transportation - The Future

### Strategic Plan

The DTS of tomorrow is being shaped today at USTRANSCOM through its strategic plan. Led by the command's Executive Council of top leaders, USTRANSCOM made major strides in 2000 to focus the strategic plan on the key future issues, cascade our long-term plans into annual performance plans, and inculcate the strategic plan into daily resource decision making. These efforts marked significant milestones towards fulfilling the requirements of the Government Performance and Results Act while providing a course to transform the world's premier strategic mobility system to meet the future needs of the nation around the globe.



USCINTRANS's Strategic Guidance is the cornerstone of the command's transformation strategy. Signed by the Executive Council in July 2000, it reaffirms 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 22 strategic issues in five core processes; serve the customer, readiness, planning and execution, information management, and financial management.

Key issues for FY01 include improving customer relations management; enhancing strategic distribution processes in partnership with the Defense Logistics Agency (DLA); improving the DTS fixed infrastructure; gaining assured access of critical commercial transportation capabilities; ensuring Mobility Air Forces can rapidly project and sustain forces; integrating transportation Command and Control (C2) systems into a robust common operating picture; and continuing to improve the joint deployment process with our DOD partners.

In an effort to streamline its planning process this past year, USTRANSCOM merged its strategic plan with the former business planning effort to establish one planning document to bring multi-year plans in concert with annual performance plans. Each of the 22 strategic issues now has an objective plan identifying execution year and future year milestones and deliverables, resource requirements, supporting programs, and performance measures to track progress. This consolidated plan forged a solid foundation to focus the command's efforts in FY01 and to influence key resource decision processes for financial, manpower, and information technology planning.

USTRANSCOM's strategic plan continues to guide our course. Strong commitment by senior leaders to plan, execute, and periodically review the command's progress has invigorated USTRANSCOM's transformation journey. There is no doubt that with dedicated leadership at the helm, USTRANSCOM will continue to move forward to ensure the DTS efficiently and effectively supports the nation's "end-to-end" transportation needs into the new century.

## Global Transportation - The Future

### Customer Wait Time

USTRANSCOM is a member of the DOD Customer Wait Time Committee. The DOD Logistics Strategic Plan states that CWT is the total elapsed time between issuance of a customer order and satisfaction of that order. When the customer wait time performance measure is mature, it will replace logistics response time as the performance measure being transmitted to the Office of Management and Budget and the Congress under the GPRA.

**"Customer wait time is the total elapsed time between issuance of a customer order and satisfaction of that order."**

The CWT committee participated in writing DODI 4140.61 CWT and TDD. In addition to measuring performance, the committee will establish and assist in implementing performance standards. The scope expands to include moving closer to the "wrench turner" at the beginning and end of the supply chain, obtaining data for retail fills, direct vendor delivery, purchase card buys, inter-Service transfers, and other ways customer needs are satisfied.

The committee will first change the presentation of geographic CINC reports from simple averages in spreadsheets to 50th percentile, 75th percentile, and 95th percentile bar charts similar to those used by Army Velocity Management.

The lack of adequate transportation data is still a major concern, but Global Transportation Network Program Management Office is investigating a potential query fix that will increase the quantity and quality of the transportation data GTN provides the Defense Automatic Addressing System for LMARS/CWT performance measurement.

#### - Goals

- Developed bar charts for total pipeline time of the composite reports for each geographic CINC by April 00 for March 00 performance measurement.
- Determine and fully implement CWT methodology for logistics performance by the end of FY02.

A joint logistics team including USTRANSCOM designed LMARS for DUSD (L), to report consolidated wholesale logistics pipeline performance to higher levels of OSD, congress, and the vice president in response to the 1993 GPRA. LMARS reports provide processing performance in average days for 12 segments of the logistics pipeline, six of which are transportation. The report is broken out initially by the three transportation priorities and by CONUS and the four Uniform Materiel Movement and Issue Priority System overseas delivery areas. While this high level reporting cannot pinpoint specific processing problems, it indicates high level trends and shows how transportation performance is being presented to the CINCs, services, higher levels of the Office of the Secretary of Defense, and beyond. The reports are developed by the Defense Automatic Addressing System Center, using supply transactions they accumulate and transportation transactions they get from GTN. The reports are available on the WorldWide Web as Microsoft EXCEL spreadsheets, the second week of each month.



## Global Transportation - The Future



### Partnership

#### Strategic Distribution Management Initiative

As each of the services transforms their deployment and distribution processes to rely more heavily on responsive and rapid distribution, USTRANSCOM must look for more efficient and effective ways to provide end-to-end support to the warfighter. In partnership with DLA, USTRANSCOM has undertaken an effort to improve end-to-end distribution processes with a goal of reducing CWT and improving Time Definite Delivery through the Strategic Distribution Management Initiative. This initiative is a high priority transformation issue in our Strategic Plan. The data collection and analysis effort has been underway since April 00 and we're beginning to gain insight into the system as well as starting to identify some real process improvement opportunities.

First, we're locked in on our goal to improve CWT and TDD. We cannot improve DOD distribution by looking at transportation only. It's not a transportation issue and it's not a supply issue-it's a transportation and supply issue. Efforts are focused on activities that have the potential to yield the greatest opportunity for improvement. For example, we began looking at the surface movement processes to Europe and found that supply processes account for about 25 percent of the CWT and 75 percent of the time is spent in transportation processes. SDMI targets fixing supply and transportation for end-to-end distribution improvement. SDMI is organized into four process improvement committees.

**"In partnership with DLA, USTRANSCOM has undertaken an effort to improve end-to-end distribution processes with a goal of reducing Customer Wait Time and improving Time Definite Delivery through SDMI."**

**Stockage Management:** DLA's Defense Distribution Command leads the effort to establish a national stock positioning strategy. Analysis shows a need to increase the on-hand stocks at DLA's Primary Distribution Sites (PDSs); we call it facing fill. This may be the biggest change that will decrease CWT. Having stocks in the right place located at or near a primary depot for quick entry into the distribution system then into a scheduled and synchronized transportation system is key to our end-state distribution strategy. DLA is now working with the Services to reposition stocks into the PDSs at Susquehanna PA and San Joaquin CA, from which hub and spoke operations are being established not just to CONUS customers but internationally as well. That effort is ongoing.

**Air Distribution:** Under the leadership of AMC/DO, the air committee is rapidly improving cargo delivery. We've teamed with United States European Command and are running the SDMI Air Distribution Test. Air Lines of Communication pallets built at Susquehanna are express trucked to Dover AFB, DE processed and shipped on the next day express mission to Ramstein. From Ramstein it's shipped to Tuzla, Bosnia, or Tazsar, Hungary. Through this DLA, USTRANSCOM, USEUCOM partnership, we're fixing the segments of this supply chain. Since the July 1, 2000 start date, CWT improved from an

## Global Transportation - The Future

average of 15 days to an average nine days CWT-a significant improvement. We've found that if material is properly positioned and linked to scheduled strategic/theater lift, we can match and, in some cases, beat the delivery times of World Wide Express service-we've done it. SAD-T to Tuzla averages around 4.4 days CWT where WWX takes 5 days. SAD-T cargo was 12 percent faster than WWX and it costs less, too. WWX service down to Tuzla/Taszar costs about \$6/pound where Military Air service is approximately \$2.40/pound. Much more analysis and process change is needed including fixing a complex financial process.

**Surface Distribution:** MTMC is making revolutionary changes in ocean container movement and booking processes. Previously, some containers arriving at the port awaited movement on the ship it was booked on and not the next available sailing. The carriers held it there because they were not asked to move the containers earlier. Processes were focused not on CWT but getting cargo on the right ship. MTMC has already started fixing that. Now, working with industry, MTMC is getting more containers moved on the next available U.S.-flag vessel. This should improve CWT.

**Financial Process Reform:** Headed by USTRANSCOM Program Analysis & Financial Management Directorate (TCJ8), the SDMI Financial Committee is comprised of financial experts within the DLA, TCCs, services, and USTRANSCOM. The committee formed in response to the need to streamline the financial processes of the DTS in concert with the operational process improvement for integration of SDMI.

These are a few examples of the significant process improvement efforts underway through SDMI. The services are supportive and participate in these efforts.

### Customs

USTRANSCOM assumed responsibility for the DOD customs program from the Department of the Army in November 1998. Our initial efforts focused on improving the guidance available to shippers on US Import/Export requirements, host nation requirements and procedures, making guidance accessible to DOD activities, carriers, and commercial vendors, and automating and streamlining customs processes around the world. By the end of this year, we expect to have the DTR, Part V, "DOD Customs and Border Clearance Policies and Procedures" finalized and published. In June 2000, we launched the DOD Customs Program Web Page (<https://business.transcom.mil/applications/customs.cfm>) which provides Internet access to Customs Directives; DOD, Service and CINC regulations; and pertinent parts of the Code of Federal Regulations (15, 19, 22). The web site also provides web links to other Border Clearance agencies including US Customs Service, Department of Agriculture, Bureau of Alcohol Tobacco and Firearms, and the Environmental Protection Agency. It is a tool for publicizing recent bulletins. We recently began customs process automation projects with United States Forces Korea/Korea Customs Service and USEUCOM/German Customs. We will use data results from pilot projects to design and implement an automated customs process DOD wide.

## Transportation Information Technology

Information about the movement of material is as important as the movement of material. USTRANSCOM is improving the GTN and other systems. Across the spectrum of warfare, from the tactical to the strategic level, GTN is changing the way American military commands operate. With near real-time visibility of high priority material moving through the DTS, we can make operational decisions more quickly. For example, there are times when an aircraft is unable to fly because it needs a critical part. With GTN's ability to track the critical part moving through the DTS, a commander can forecast when the part will arrive. We call this ability to track the identity, status, and location of cargo and passengers "In-transit Visibility". GTN is the DOD system for ITV and USTRANSCOM is the DOD functional proponent for ITV.

### ITV "at the source"

Accuracy and timeliness of information depend on gathering it quickly at the point where changes occur, "at the source."

Automatic Identification Technology contributes to ITV at the source by using barcode labels, radio frequency tags, and other technology to store and automatically communicate the contents of a shipping container or package when it is scanned or prompted for information. Since it replaces the manual labor required to read package labels and retype information into our computers, AIT improves both the speed and accuracy of recording and communicating shipping information.



**"HNA-COP is a database that provides a real-time global view of all DTS spectrum dependent systems that are either currently in use or under development."** The ability to use AIT internationally is constrained by the need to first obtain host nation approval to operate the AIT system within the host country's electromagnetic spectrum. USTRANSCOM is developing the Host Nation Approval - Common Operating Picture. HNA-COP is a database that provides a real-time global view of all DTS spectrum-dependent systems that are either currently in use or under development. For the first time, DTS users can obtain approval/disapproval status for any country in the world. USTRANSCOM leadership can now use the HNA-COP to make "fact-based" programmatic decisions on future deployment strategy for all spectrum-dependent systems. This development will support USTRANSCOM's intent to rapidly deploy AIT systems to remote ports and airfields around the globe.

USTRANSCOM will integrate enhanced AIT capability into its ports over the next five years. This two-phased plan expands on existing barcode capability by fielding a 2-Dimensional barcode read-and-write capability at aerial ports via the Global Air Transportation Execution System and select ocean ports via the Worldwide Port System while using stand-alone Radio Frequency Data Collection devices. On Nov 10, 1999, DUSD (L) directed that all services work on implementing a Common Access Card, known as a smart card. This new ID card enables faster, more accurate manifesting at our ports while enhancing ITV. AMC began fielding smart card capability at

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several GATES sites and will continue to field it worldwide. Finally, USTRANSCOM continues to develop deployable AIT capability to support worldwide contingency missions and exercises.

USTRANSCOM continues working on the Common Access Card, AIT, and the infrastructure in support of source systems that provide information as to status, identity, and location of cargo, patients and passengers moving from origin to destination.

### ITV information systems

#### Metrics

In an effort to focus attention on the data that is fed to GTN from source systems, USTRANSCOM partnered with the DOD and system program managers to develop metrics. The metrics development required identification of time and date movement events and the time the information was visible in GTN. We created initial metrics for over 10 automated information systems.

#### TRAC2ES

Speed of movement is critical for DOD medical patients. USTRANSCOM is developing the TRANSCOM Regulating and Command & Control Evacuation System. 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 distributing relevant data to deliver patients. The TRAC2ES contractor, Booz-Allen & Hamilton, Inc., is developing an approach that combines doctrine, policy, process, procedures, and plans with the automated information system solutions for Lift-Bed Planning and ITV. The concept of Lift-Bed Planning won the Award of Recognition at the 1994 National Business Process Reengineering Conference.

**"TRAC2ES will combine transportation, logistics, and clinical decision elements into an information system capable of visualizing, assessing, and prioritizing patient movement requirements, assigning proper resources, and distributing relevant data to efficiently deliver patients."**

In FY00, USTRANSCOM achieved 97 percent software completion and will complete operational test and evaluation by February 2001. USTRANSCOM conducted three extensive user evaluations focusing on TRAC2ES development, which provided input to the contractor on integrating TRAC2ES in the operational environment. This 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 GPMRC.

Originally projected for Initial Operational Capability in December 2000, several development and security challenges delayed IOC until June 2001. This permits TRAC2ES to continue to make maximum use of the Internet while strengthening user confidence in maintaining confidentiality of medical information and protecting troop strength information. TRAC2ES replaces the Defense Medical Regulating Information System and the Automated Patient Evacuation System now scheduled for complete shutdown and

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decommissioning by September 2001. This date permits the maximum retrieval and transfer of 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. We will share data at Full Operational Capability.

### **Process Improvement/Force Modernization**

The role of information technology at USTRANSCOM has moved beyond an enabler of our current procedures: it is introducing new processes to fundamentally change the way we are doing business. In order to maximize the alignment between IT investments and mission support, the USTRANSCOM Chief Information Officer began work on a To Be Architecture.

In FY99, USTRANSCOM developed a baseline As-Is Defense Transportation System Enterprise Architecture which included 23 transportation migration systems and selected financial and modeling and simulation systems.

DTS-EA encompasses eight movement functional areas, from beginning to end, detailing movement requirements from reception to delivery. These include deployment/redeployment, sustainment, passenger movement, patient movement, cargo movement, vendor shipments, special missions, and personal property.

We delivered the follow-on initiative, a To Be DTS-EA in Dec 2000. This architecture will focus on operational, as well as technical requirements, providing the blueprint for both transporters and CIOs to make decisions regarding the future of the DTS. We plan an interactive DTS-EA web site to provide easy access to the architecture. As an outgrowth of the To Be architecture efforts, we recognized that in today's information intensive environment, integration of decision-making data is critical. To address this concern, USTRANSCOM also initiated efforts to develop a corporate data environment.

### **Process Improvements at the TCCs**

#### Air Mobility Command

Air Mobility Command process improvements include its premiere Command and Control renovation, Mobility 2000, a continuing study and revamp of Aeromedical Evacuation, and the stand-up and continuing evolution of the Threat Working Group.

### **M2K-Mobility 2000**

AMC's Mobility 2000 prototype is demonstrating an initial flight following capability inside the Tanker Airlift Control Center. In July 2000, six military flight managers began operating the integrated workstations which are loaded with interactive software designed to access a variety of operational systems supporting AMC's aircrew and aircraft. Flight Managers

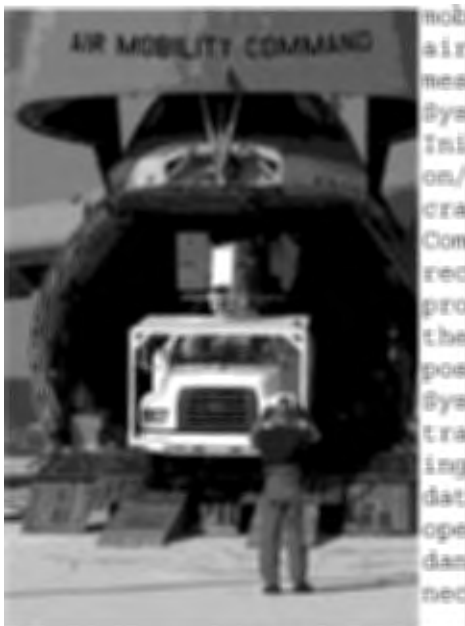
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will continue training and operating on the system through the next year, as the prototype is adapted to fulfill its mission. Leveraging the Global Air Traffic Management and other modifications to mobility aircraft, M2K will provide the command a near real-time, global, digital data link between AMC aircraft, TACC FMs, and for the first time, Air Traffic Control centers governed by the Federal Aviation Administration. 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. M2K's primary goal is to reduce crew task-saturation and increase mission productivity. AMC will see improvements in throughput, mission planning and aircrew support. In turn, USTRANSCOM, and ultimately the joint forces commander, will see improved Total Asset Visibility through M2K.

The initiative consists of three subcategories: Aircraft Enabling Technologies, Communications Pipeline, and Integrated Flight Management. Making effective use of GATM and Aircraft Communications Addressing and Reporting System, M2K will allow military aircraft access to airspace formerly accessible to only commercial aviators and aircraft equipped to navigate through a reduced separation routing. The end effect is the ability for AMC's pilots to work with the FMs in selecting routes, speeds, and altitudes--this amounts to a shift from air traffic control to air traffic management.

AMC has partnered with the Aerospace Command, Control, Intelligence, Surveillance and Reconnaissance Center, the Air Force Research Lab, and the Delta Airlines-Arthur D. Little Integration Team 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 will become a reality. In concert with planned GATM modifications, M2K's IFM procedures will provide global connectivity using standardized dispatch-type Airline Operations Center message schemes (OOOI-Out, Off, On, In).

We will militarize the schemes with additional message sets for air



mobility specific activities (i.e., air refueling, air drop events). Free texting messaging and FAA messages, captured via ARINC Inc, Global Link System are future enhancements for air crews. Initially, data transfer to support automated on/off and position reports from AMC mobility aircraft to the TACC will use L-Band Satellite Communications. Equipped C-5 and KC-10 aircraft received software release 5.2 in October 1999, providing IOC of an auto-reporting capability to the current system (departure, arrival, and current position with data feed to Global Decision Support System). We will develop integrated organic data transfer capability will be developed using existing Scope Command (HF E-mail) sites upgraded with datalink. We anticipate this capability will operate in concert with ARINC services for redundancy, secure mode, and CRAF/contract carrier connectivity.

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IFM is a concept modeled after the airline industry's dispatch operations where FMs provide a virtual crewmember that augments assigned aircrews from pre-flight to crew rest. FAA-trained and certified FMs are already in place within the TACC using a specially designed Integrated Management Tool to flight-follow an AMC mission from start to finish. Developers will continue to enhance IMT throughout FY01.

The IMT accesses several existing systems, such as the Advanced Computer Flight Planning System, GDSS, Core Automated Maintenance System for Mobility (G081), Table Management Distribution System, and in FY01, Global Air Transportation Execution System to provide aircrews a complete flight plan, to include cargo/passenger load planning data. IMT also has a direct weather feed. In the future, IMT will establish connections to the Command and Control Information Processing System, Consolidated Air Mobility Planning System and other systems. FMs will actually file a departing aircrew's flight plan (papering the crew), using the best route developed by ACFP, and provide updated weather and payload information prior to crew arrival at the aircraft.

The IMT console allows FMs to maintain visibility of assigned missions alerting them to any deviations or requirements that could affect each flight no matter where the aircraft are located. Combined with an effective communications capability, IFM opens the door to effective Collaborative decision making encompassing the aircrew, FMs, and enroute C2 entities that will show efficiencies in fuel savings, aircrew utilization, and mission accomplishment. We plan full functionality for M2K for 2003, ensuring that AMC can operate in the GATM environment.

### Aeromedical Evacuation-the Road Ahead

AMC continues to revamp AE from the ground up and earned recognition from the highest levels of the Air Force for its actions. Gen. Michael E. Ryan, chief of staff of the Air Force, sent accolades on the yeoman's job performed by the Tiger Team members.

A Tiger Team created in August 1999 drove the restructure. The Tiger Team was organized into seven sub teams: Requirements; Doctrine and Operations; Airframes; Organization; Resourcing; Equipment, Communications, and Information Management/Information Technology; and Education, Training, and Awareness. This organization allowed the team to dissect the multi-faceted issues associated with the AE system. Sub teams investigated a myriad of issues and concerns, and ensured integration and sharing of respective efforts and results through Steering Group meetings and weekly teleconferences. The team reviewed every aspect of AE, investigated alternatives, and made final recommendations to bring significant changes to the AE community. The final report contains the first ever documented history of AE.

The final report established doctrinal changes such as an AE Control Team and integrating an AE cell into each theater Air Mobility Operations Control Center and into the TACC. The AE Control Team was published in AFDD 2, Organization and Employment of Aerospace Power and is co-equal to the Airlift, Air Refueling, and Air Mobility Control Teams within the Air

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Mobility Division. Another doctrinal enhancement is the development of an AE Concept of Operations that was approved and used during the Air Force/Surgeon General sponsored AE requirements drill, where casualty streams and theater scenarios determined manpower requirements.



The Tiger Team identified alternate methods of transport for AE patients through use of opportune airlift to accommodate patients and save money. One example of opportune airlift is found in the Aug 00 "Air Force Patient News" article "Missions of Honor and Hope Held at Yokota" by Maj. Stephen Clutter, 374th Airlift

Wing Public Affairs. He recounted the mission in which a C-17 was reconfigured after completing a repatriation mission out of Pyongyang, North Korea, in an "...urgent attempt to save a 5-day-old baby girl..." The crew included both active duty and reserve members in this total force effort. On the 14-hour return leg from Yokota to the United States, a KC 10 Extender refueled the C-17 in-flight. The tanker also carried an urgent care patient -- an active-duty member being flown to San Diego for a life-saving operation.

This is just one example of the benefits of the TACC and AE Cell interface and efforts to embrace changing processes as well as working with the theaters to meet patient movement needs.

A cost saving example is the purchase of a seat for \$1,415 on a PACOM C-17 cargo mission to move a litter patient. The cost of scheduling a mission solely to move a patient would have been \$81,000, but the ability to use opportune airlift saved \$79,585. The AE community is pursuing alternative KC-135R options to increase airframe availability for strategic AE missions. The KC-135 required upgraded capabilities, such as improved latrines, to support litter patients.

To ensure a deployable force that is both effective and quick to deploy, the team developed AE Unit Type Codes based on changes in casualty stream requirements, expected patient needs, and new philosophies. The codes also enables us to plug into the Air Force Medical Service UTC building-block concept.

Beyond the Tiger Team and revamping the AE community, AMC/SG met and surpassed the challenges of FY00. AMC initiated a major product improvement to the CRAF Aeromedical Evacuation Ship Sets. Each AESS contains equipment necessary to convert civilian B-767-200/300 series airliners, allowing them to participate in the aeromedical segment of CRAF.

Historically, the Liquid Oxygen Storage System, a major sub-component of the AESS, experienced failures of the liquid oxygen level indicator. Through a cooperative effort by AMC, the 311th Human Systems Wing System



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Program Office, and the Contract Logistics Support provider, a simple, durable, and inexpensive solution was developed, tested, FAA-approved, and funded. All AESS units should complete conversion by the end of FY01.

AMC also deployed a C-17 into "play" at the Joint Readiness Training Center validating its potential to employ/deploy on a limited airfield, a capability comparable to the ever-reliable C-130. AMC/SG tackled the Y2K threat by placing aircraft worldwide on alert and reassuring the world that AE support would be readily available at a moment's notice.

AE alert crews were on standby 24 hours a day every day to meet any challenge. The diligent efforts of the entire AE team provided the life-saving bridge to medical care. The Tiger Team is currently transitioning to Phase II, AE 2000, where it will continue to coordinate and implement the approved recommendations.

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

AMC flies its wartime mission everyday and faces threats at many operating locations. Identifying those threats and finding ways to reduce the potential harm to AMC personnel and assets are critical. AMC's focal point for this is the cross-functional TWG. Indeed, the strength of the TWG lies in combining the diverse expertise of intelligence, counterterrorism, counterintelligence, security forces, operational tactics experts, as well as USTRANSCOM intelligence directorate and national agency representatives, into a cohesive team. This combined effort enabled the TWG to make force protection recommendations for more than 5200 missions in more than 70 countries.

One of the most well known TWG force protection recommendations involves Secure Launch, the TACC-authorized launch of AMC aircraft into high threat locations (an average of 31 countries in 2000). Another recommendation involves sending specially trained Security Force Phoenix Raven teams to provide close-in aircraft security at certain foreign airfields. Throughout 2000, Ravens were 100% successful in accomplishing their mission at 170 foreign airfields. The TWG also recommends other ways of threat reduction, including using defensive systems (flares) to counter shoulder fired surface-to-air missiles and varying arrival and departure times to thwart surveillance by potential adversaries.

The TWG process allows our personnel to operate effectively and safely into a wide range of threat environments. Through the year 2000 and beyond, the timely threat analysis and force protection recommendations provided by the TWG remains a bedrock force protection tool for AMC.

AMC is working with the North Atlantic Treaty Organization (NATO), Japanese government, Korean government, DLA, U.S. Air Force commands in the Pacific and Europe, and other organizations to invest heavily in strategic enroute air bases. These initiatives are improving fuel storage and delivery systems, aircraft parking areas, and support facilities to ensure mission requirements are met at critical throughput locations. Over \$400 million in fuels projects alone are in DLA's plans for FY00-05. U.S., NATO,

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and Non-Governmental Payment In Kind programs are funding strategic airlift projects in Germany and Spain. Japan Facilities Improvement Program projects are improving strategic airlift capabilities throughout Japan. USTRANSCOM is making progress toward improving the infrastructure and facilities that support strategic airlift mobility throughout the world. However, USTRANSCOM and its partners must stay the course and continue to look for ways to fund all enroute requirements to help guarantee readiness.

**"Inherent in AMC's ability to accomplish its mission is its reliance on a modern air fleet."**

Inherent in AMC's ability to accomplish its mission is its reliance on a modern air fleet. Forging ahead means not only continuing the purchase of C-17 Globemaster III aircraft, but also updating the existing C-5 Galaxy Fleet. The C-5 fleet will receive new avionics, flight controls, and engines. The other aging aircraft fleets - the C-130 and the KC-135 - are also undergoing avionics modernization programs. In addition, AMC aircraft must meet the new GATM requirements to ensure worldwide capability.

#### Military Sealift Command

MSC is upgrading its web site to a more interactive status for our maritime industry partners. Current needs for goods and services already are available and soon enable contractors to obtain specifications from requests for proposal, determine their eligibility to bid, make bids, and find out who was awarded the contract. This will speed up the Request for Proposal bidding process, leading to best value for MSC customers and better business for the DTS.

MSC is streamlining and improving business operations through the use of a new financial management system. This commercial, off-the-shelf software integrates several previous processes and allows program managers and functional directors access to real-time financial information. Better forecasting and more efficient use of services provided by vendors and contractors are only two of the benefits from the new system. The tool this system provides will help MSC better conduct business in a competitive world.

#### Military Traffic Management Command

Throughout DOD, a major process change is underway as part of Management Reform Memorandum 15, a program for "Reengineering Defense Transportation Documentation and Financial Processes." The USTRANSCOM Joint Transportation Corporate Information Management Center laid the groundwork for MRM 15 by providing recommendations for express and surface shipping of truckload/less-than-truckload prototypes. At the end of FY99, USTRANSCOM's Operations and Logistics Directorate established the MRM 15 Project Management Office in Alexandria, Va. The program is overhauling DOD's transportation and payment process and making it easier for companies to conduct business with the government.

MRM 15 uses PowerTrack, an on-line payment and transaction tracking system, which reduces payment cycles to carriers from 60 to three days. PowerTrack provides instant access to shipment data for both carriers and

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shippers. It also eliminates the need for reconciling freight bills and invoices and guarantees timely payments.

By the end of FY00, 537 DOD shipping activities, in partnership with 364 commercial carriers, implemented PowerTrack to pay freight bills. The plan was to install PowerTrack at all CONUS shipping activities by Sept 30, 2000 for motor carriers; Nov 30, 2000 for air, barge, pipeline, rail and sealift carriers; and Dec 30, 2000 for guaranteed traffic carriers.

To support MRM 15, MTMC and DLA are co-chairing a Third Party Logistics prototype. This prototype will select and evaluate the use of a third party (commercial) provider to move domestic freight shipments-instead of arranging and paying for freight transportation service, within the CONUS. Once the contract is awarded in FY01, the provider will handle freight shipments originating in Ala., Fla., and Ga. for all Services, DLA, and Defense Contract Management Agency shipping sites. The project will test 3PL's potential to modernize the transportation community's financial and documentation processes.

Emerging operational concepts suggest that innovative, high-speed platforms could perform critical maneuver and sustainment tasks enhancing DOD power-projection capability and allowing U.S. forces to increase their operational and logistical flexibility. One way in which USTRANSCOM is preparing to face the strategic military mobility challenges of tomorrow, is through the Center for the Commercial Deployment of Transportation Technologies.

CCDoTT is a DOD-funded consortium of public, private, and academic activities that seek to leverage commercial technologies in solving defense transportation infrastructure problems. They also conduct research and development for defense transportation infrastructure initiatives and provide a technology transfer/dual use bridge between DOD and the commercial world.

The CCDoTT efforts focus on actively identifying, exploring, and fostering advanced, synergistic, and evolving transportation technologies with a systems end-to-end approach to transportation processes. Current CCDoTT initiatives include High Speed Sealift, Agile Ports, and Rapid Deployment Technologies. CCDoTT initiatives will work in tandem with other USTRANSCOM projects to create a synergy for the future of global transportation. Several initiatives currently being examined by USTRANSCOM, which could significantly improve the DTS, force projection, and sustainment, include:

### High Speed Sealift

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 increased performance efficiencies in hull

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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.

### Advanced Airlift Concepts

USTRANSCOM is researching and keeping abreast of many new concepts in airlift technology. They include: Ultra-Large Airships that promise to carry up to 2 million pounds 4,000 nautical miles; Common Air Transport which uses detachable pods to speed throughput and allow the change of mission type by simply attaching a different pod, airlift to air refueling for example: Boeing's Blended Wing Concept; Tilt Rotor technology that builds on the V-22, but in a C-130 equivalent size; Sea Planes; and in the commercial sector, AirBus's A3XX, which in 2004 becomes the largest aircraft ever built.

### 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 end-to-end transportation 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 and 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 challenges facing our ports. Among them are a lightweight, deployable automated vehicle weighing and measuring system called the transportation Automated Measuring System, a marine-rail interface (intermodal 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.

### 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. 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

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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. We will use TrAMS at Power Projection Platforms, Power Support Platforms, and selected aerial/sea ports of embarkation and OCONUS theater-designated redeployment sites. TrAMS will reduce loading times, allow for more optimal lift asset utilization, and enhance ITV.



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

Technological innovation will provide TRANSCOM with the ability to function as an integrated, yet dispersed staff. The Internet already forms the backbone of our ability to work together and evolving browser technologies will support rapid development and integration of an extensive suite of collaboration tools. Also, many of today's data technologies will transform disparate databases into readily available information resources to improve the decisionmakers' ability to convert system awareness and information to knowledge and action. 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.

### Advanced Logistics Project

Defense Advanced Research Projects Agency's Advanced Logistics Project is focused on using cluster technology and intelligent agents to automate decisions that our best transportation experts currently make to develop Time-Phased Force Deployment Data. Whereas today's TPFDD development is an iterative, time-consuming process, ALP will provide the architecture to allow collaborative and quick TPFDD development.

### Joint Logistics Advanced Concept Technology Demonstration

Joint Logistics Advanced Concept Technology Demonstration provides a mission-focused link between the operations and logistics communities. The ACTD is developing and migrating interoperable web-based logistics Joint Decision Support Tools to the Global Combat Support System. The JDSTs will provide the warfighter and logistician with the ability to quickly develop and evaluate alternative logistics concepts to support the warfighters' possible Courses of Action. In addition, the JDSTs will provide a means of monitoring the execution of logistics operations in a visualization-rich environment that supports a fused picture of the battlespace. The JDSTs can also assist comparing planned logistics unit support capabilities with actual capabilities at specific transportation nodes over time. The JDSTs give the warfighter timely visibility over logistics operations to ensure a more effective use of scarce logistics

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resources.

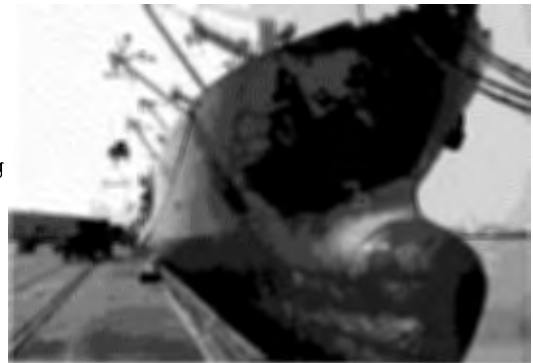
### Joint Theater Logistics ACTD

The Joint Theater Logistics Advanced Concept Technology Demonstration, completed in March 2000, was a demonstration for the logistician. This ACTD had several purposes. The ACTD provided an experimental environment where logisticians could evaluate maturing tools and technologies for increased operational capability. This ACTD provided the opportunity to incorporate the latest developments in computer software technology and apply them to today's real world logistic related problems. The experimental environment allowed evaluating technologies and tools to see what will work to help today's logisticians make better and quicker decisions.

If a technology doesn't work it is discarded. Those things that seem to work are incorporated into JDSTs that are tested by the logistics community in a Military Utility Assessment. During the MUA conducted in Feb. 2000, the tools were stressed in an exercise or demonstration to get real world feedback from real functional users. If a tool passed the MUA, the US Joint Forces Command, could make the decision to continue to make the JDSTs available for daily use to the logisticians throughout the world as a leave behind product. Those leave behind products could then transition to the GCSS where they are updated and maintained for continued long term use by the user community. The JTL ACTD is the follow-on effort to the Joint Logistics ACTD that completed in March of 2000.

In our current systems, operations and logistic planning are often accomplished along functional stovepipes. There is little sharing of detailed plans, capabilities, or shortfalls that may impact the viability or success of a military operation.

The JTL ACTD vision produces an enhanced, near real-time collaborative capability for integrated operations and logistics visualization, logistics plan generation, and continuous execution tracking during joint operations. This ACTD is refining and integrating low to medium risk technologies developed by other ACTDs and developmental programs. The JTL ACTD is a logistics centric command and control ACTD. It will allow the logistician more responsiveness to the needs of the warfighter. It will enhance warfighter's decision making through automated ability to incorporate timely and accurate capabilities and sustainment issues into the command and control process.



The three payoffs of this ACTD are: to meet the critical need for enhanced real-time focused logistics support of the warfighter; support integration of GCSS and GCCS to enable a seamless interoperable network of information and decision support capability among all service support and operations functions; improve the commander's confidence in the logistics

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pipeline during crisis action planning and execution to improve combat support efficiency and responsiveness to operational changes.

In short, the JTL ACTD focuses on producing a complete end-to-end logistics system for planning, execution, monitoring and rapid replanning of a major force deployment from CONUS to in theater final destination and return to CONUS.

### Modeling and Simulation Development

USCINCTRANS 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 five areas: programmatic analysis, deliberate planning, execution analysis, wargames, and exercises. The tools in this single M&S environment must provide analysis and assessment capability within DOD to support these five key areas from fort to foxhole, i.e., and an end-to-end capability. The USTRANSCOM Modeling and Simulation Master Plan, approved by the DCINC in June of this year, provides the overarching guidance and direction toward that single M&S environment.

The Analysis of Mobility Platform 21 defines the architecture for that single environment that will integrate transportation M&S tools by accessing, translating, and integrating information between the systems in a distributed data sharing environment. Eventually, AMP21 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.

The M&S Master Plan also provides for the creation of an Aerial Port of Debarkation model that will simulate the cargo and passenger processing activities at an APOD from aircraft arrival to their departure from the Army Arrival Group's Marshalling/Cargo Yard. This model will help planners determine the personnel and equipment needed in the early part of a TPFDD schedule to support the expected throughput at that aerial port. Once AMP21 has linked all of these mobility tools, the warfighting CINC can rapidly evaluate COA, not only for the employment of decisive force, but also for the assessment of the nation's ability to deliver forces to the location required, at the time required, and ready for employment.



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### Agile Transportation 2000 Advanced Concept Technology Demonstration

The DTS is the core of the military's current deployment capabilities. We must enhance it to meet the demands of the 21st Century operational environment that is grounded in the principle of centralized control and decentralized execution of DTS requirements. The management of the DTS is a highly complicated task requiring vast amounts of data from sources widely dispersed throughout the world.

The three goals of Agile Transportation 2000 are to insert key database and scheduling technologies into the DTS to improve its management process, to provide the CINCs and individual services more responsive and efficient intermodal and multimodal service, and to establish the framework to ensure continuous DTS improvements. AT2000 will facilitate the transition of maturing technologies into DTS to improve peacetime and wartime transportation operations supporting all CINCs, services and other governmental entities.

USTRANSCOM's C2 systems, such as the GTN, must evolve from passive systems that simply record information to a robust collaborative capability, both vertically and horizontally. Collaboration will allow USTRANSCOM and the customers to refine, change, or manipulate the key information elements for the best value to the customer. USTRANSCOM's C2 systems must have technological flexible ability and operate interactively to meet the demands of the DTS. These C2 systems become the appropriate sites for AT2000 technology insertion.

As the single manager for defense transportation, USTRANSCOM requires system-wide, intermodal management of all transportation assets and transportation resources to optimize the employment of its full range of lift capabilities in response to movement requirements. With total visibility and knowledge of all future movements, USTRANSCOM can determine transportation feasibility, estimate costs, project throughput capability, foresee potential choke points, and make modal and intermodal decisions. In support of the USTRANSCOM FY01 strategic objectives, AT2000 will focus on:

An integrated movement requirements database and management capability which a) Provides users with total visibility of all requirements and available assets, b) DTS bottleneck prediction, and c) Use to support the intermodal analysis and decision process.

The DTS is orchestrated using an integrated process that leverages collaborating technologies. This process improves intermodal analyzes and decision making. Through AT2000 USTRANSCOM will provide advanced technology enablers to DTS C2 systems, which will support the CINCs in the generation and modification of transportation plans, modal decision analyses and assessments, and global situational awareness of transportation assets.



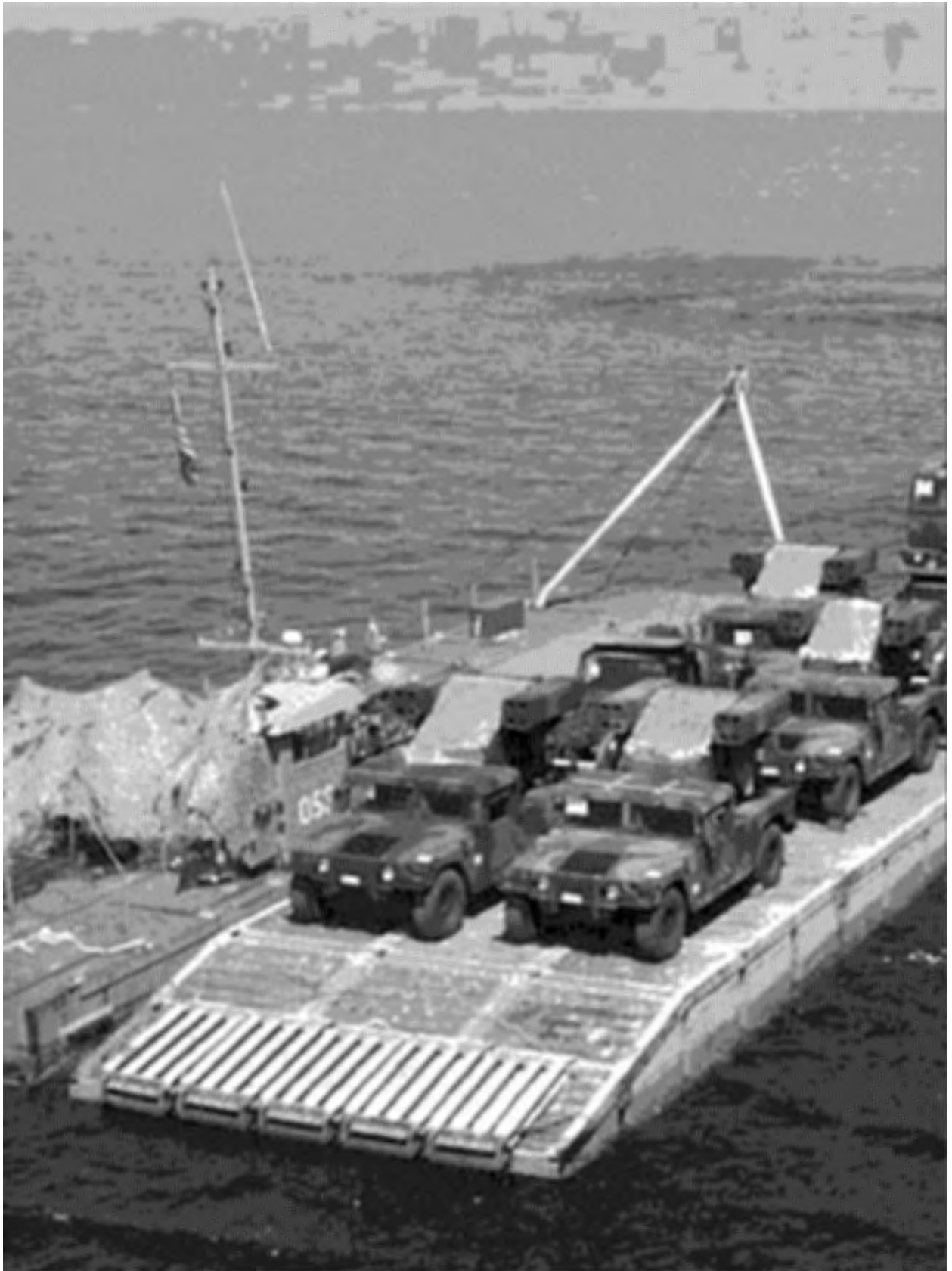
## Global Transportation - The Future

### The Future: Transportation for a New Millennium

USTRANSCOM is focused on making improvements to meet the future challenges of global transportation in peace and war. This effort is exemplified by MSC's 2010 Vision, as the leader in delivering innovative maritime solutions supporting national security objectives. Our customers have their own challenging and evolving missions. USTRANSCOM will continue to reach out to listen and learn more about customer plans and capabilities in order to launch new services. We will also continue to keep abreast of changes in the commercial marketplace to leverage industry capabilities and adopt new ideas.

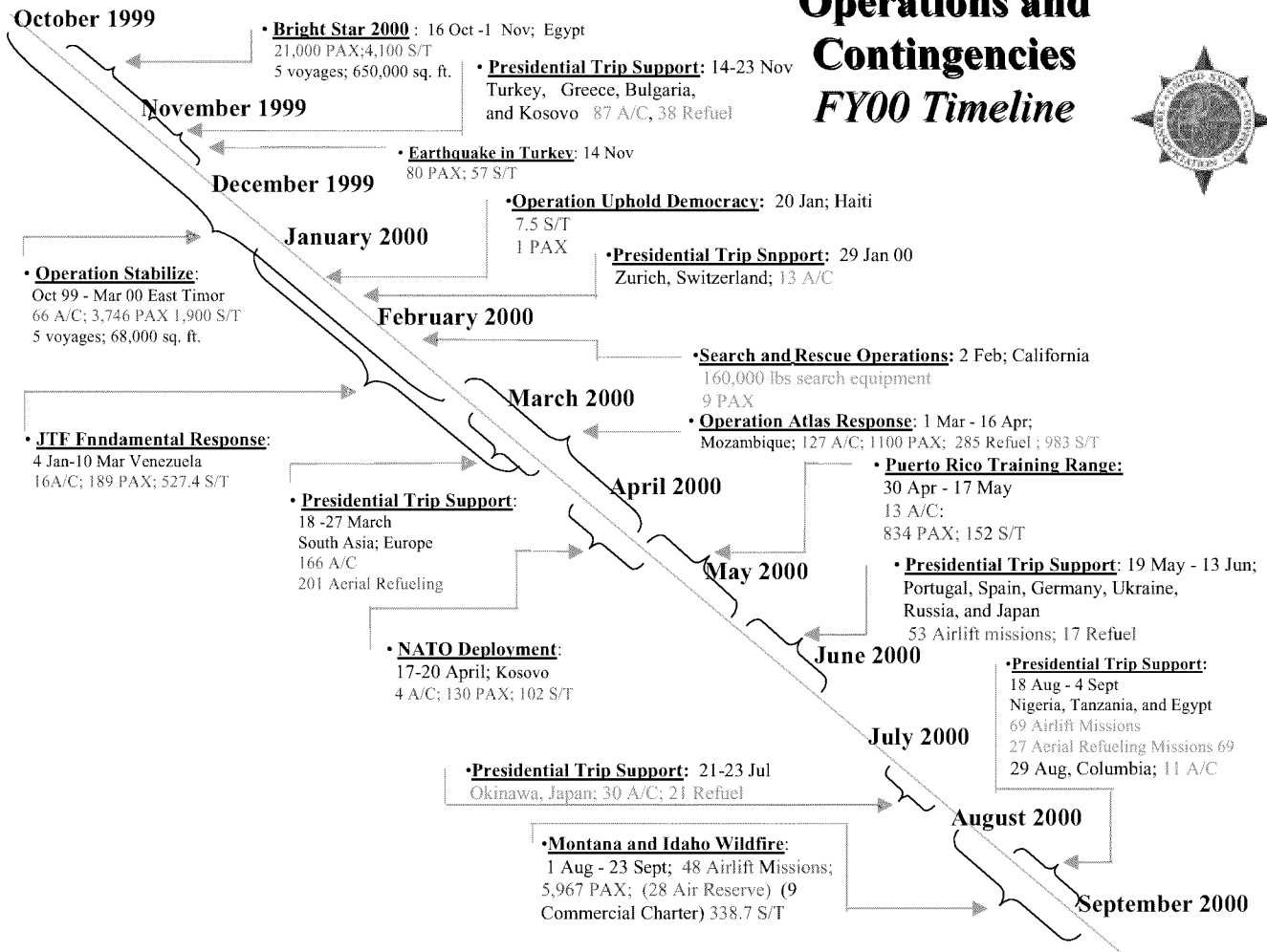


Fiscal Year 2000 Exercises, Operations and Contingencies



Fiscal Year 2000 Exercises, Operations & Contingencies

# Operations and Contingencies FY00 Timeline



**LEGEND**

- All Light Blue Text = Air Mobility Command
- A/C = Aircraft Missions
- PAX = Passengers moved
- Refuel = number of aircraft refueled by AMC tankers
- mil lbs = million pounds refueled
- All Red Text = Military Sealift Command
- gal. = million gallons of fuel
- AR/ANG = Air Reserve/Air National Guard Missions
- All Dark Blue Text = Contingencies
- All Purple Text = Peace Time Operations
- S/T = short tons, cargo
- sq. ft. = square foot

## Fiscal Year 2000 Exercises, Operations and Contingencies

Fiscal Year 2000 (October 1, 1999 through September 30, 2000) was a year dominated by the pursuit of readiness and humanitarian assistance. Through the sustainment of military bases, the transfer of personnel and cargo, as well as Joint Staff exercises and humanitarian relief efforts, USTRANSCOM responded to today's transportation needs while preparing transportation for a new millennium.

### Exercises, Operations, & Contingencies

#### Exercises

"194 scheduled Joint Staff exercises made up the 'bread and butter' of day-to-day USTRANSCOM operations" In FY00, 194 scheduled Joint Staff exercises made up the bread and butter of day-to-day USTRANSCOM operations. For the 'bread and butter' major exercises, MCC regional team members often assisted the supported command in planning its transportation requirements. For any force movement, the MCC reviewed the proposed deployment/redeployment to ensure that it was feasible from a transportation perspective. MCC team members also routinely forwarded requirements to the TCCs for execution and tackled specific problems as they arose. Providing transportation for specific exercises became more difficult if the training event was large or if it came at a busy time. Busy is defined as a simultaneous contingency, force rotations or presidential travel outside the CONUS. These movements all claimed a higher rating in the Joint Staff airlift priority system.

Two exercises—Bright Star and Roving Sands—illustrated the frequent adjustments needed to transport troops to and from training in FY00. Bright Star00, US Central Command's biannual field training exercise in Egypt, was reportedly the biggest one yet. Some 18,000 United States forces joined a total of 73,000 troops from 11 allied nations taking part in Bright Star 00. AMC's total deployment and redeployment airlift for the exercise came to just under 10,500 passengers each way. Airlift cargo totaled about 2,100 Short Tons for deployment and approached 2,800 S/Ts for redeployment. The bulk of the cargo for Bright Star was carried by sealift that exceeded 650,000 square feet for both deployment and redeployment. Deployment began in early September and redeployment was not complete until mid-December, just before the holiday season. When Bright Star was in full swing, a regular sustainment airlift over almost two months delivered 600 passengers and 1,400 S/Ts.

Bright Star would not have happened on the scale that it did without significant changes by USTRANSCOM. With the airlift fleet diminished during the Air Force reconstitution after Kosovo, stretched further by Presidential trips in September and November, and by Operation Stabilize in East Timor during October, USTRANSCOM changed its previous practices. MSC became crucial in providing four ships for deployment and redeployment. These ships carried one-third more cargo than sealift for the previous Bright Star missions. Likewise, commercial airlift flew 54 deployment missions for Bright Star 00 versus 28 deployment missions in Bright Star 97. Chartered airlift filled the gap created when the total number of organic USAF deployment missions dropped from 34 during Bright Star 97 to 24 for Bright Star 00. Regularly scheduled sustainment missions were flown by a commercial DC-8

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charter, a KC-10 tanker acting in an airlift role, and a single C-141. These arrangements enabled USTRANSCOM to do more in a time of scarce airlift assets.

Roving Sands, a large biannual USJFCOM exercise held in June 2000, illustrated similar flexibility in a CONUS setting. Roving Sands 2000 involved just under 19,000 United States forces and 500 participants from Canada, Germany, the Netherlands, and the United Kingdom in five exercises at five different bases in Louisiana, Nevada, North Carolina, Texas, and Virginia. Of 63 AMC airlift missions, 50 were flown by commercial aircraft. For USTRANSCOM, Roving Sands was highlighted by Joint Logistics Over-The-Shore where 2,000 Army troops constructed a Trident pier and a connecting platform to the USNS Fisher, a new Large Medium Speed Roll-on/Roll-off ship, anchored more than half a mile offshore near Fort Story, VA. Another ship, USNS Pollux, a Fast Sealift Ship was offloaded at Lamberts Point, Norfolk, Virginia. Together more than 400 vehicles were offloaded from both ships. The fact that more than half of the Army participants were reservists made the training especially welcome from USTRANSCOM's perspective.

Turbo Challenge, a large USTRANSCOM sponsored command post exercise conducted in April, returned in FY00 after being preempted by a Year 2000 readiness exercise in 1999. Set in a Major Theater War scenario, Turbo Challenge 00 sought to test how well USTRANSCOM and its components could resupply cargo, replace personnel, and defend computer networks under challenging conditions. Crisis Action Team participants practiced scheduling mobility assets, allocating transportation requirements to those assets, and executing the movement of those simulated aircraft and vessels. Within Turbo Challenge, USTRANSCOM joined in two subexercises: US Forces Korea's Reception, Staging, Onward Movement and Integration 2000 and US Space Command's Apollo Computer Network Defense 2000.

Indications that Turbo Challenge 00 had proved successful came in the large number of people trained and lessons learned submitted under the Joint Universal Lessons Learned System. Several people gained hands-on experience from this exercise. At USTRANSCOM, 26 reservists joined regular duty CAT members in realistic round-the-clock operations for almost a week. During and after the exercise, participants made 175 observations and submitted 57 individual lessons learned to JULLS. Information in JULLS subsequently was forwarded to appropriate agencies so that they could tackle problems, revise training objectives, and plan future exercises.

TURBO Challenge 00 marked the first time we captured limited ITV information of a command post exercise. Through the use of work-arounds and system enhancements, a limited exposure to the training audience was realized through the GTN which enhanced the exercise and training scenarios.

USTRANSCOM sponsored the Joint Logistics Over-The-Shore exercise TURBO PATRIOT 00, a combined liquid/dry cargo discharge over the beach at Camp Pendleton CA. This exercise supported the 25th Infantry Division's deployment to the National Training Center, Fort Irwin, CA, and was a successful demonstration of DOD's ability to offload equipment, supplies and fuel in-stream when seaports are unavailable, inadequate, or damaged. 143rd

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TRANSCOM Reserve Component commanded the JLOTS Joint Task Force of 1100 personnel from the Army, Navy, Air Force, and Marines. Tactical systems employed included the Elevated Causeway System, the Inland Petroleum Distribution System, the Amphibious Assault Bulk Fuel System, a Roll On/Roll Off Discharge Facility and a Trident Pier. The watercraft employed included the LCU-2000 and causeway ferries. The strategic sealift vessels supporting TURBO PATRIOT 00 were the LMSR USNS Seay, the Offshore Petroleum Discharge System tanker SS Chesapeake, the Sea Barge carrier SS Cape Mohican, and the Auxiliary Crane Ship SS Grand Canyon State.



Navy Seabees handling lines.

These vessels were under the operational command of MSC for the exercise. This was the largest and most complex JLOTS exercise conducted since 1993 and provided valuable training for the JLOTS task force.

TURBO Containerized Ammunition Distribution System is a USCINTRANS 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 container movement capabilities of commercial industry. TURBO CADS 2000 was conducted from Sep 99 to Jan 00 and supported USCENTCOM in moving call forward, intratheater and retrograde munitions requirements. The exercise was conducted using the commercial container-ship MV CHESAPEAKE BAY under the operational

control of MSC. TC00 included a total movement of 922 20-foot containers of munitions and involved five host nations within the USCENTCOM area of responsibility.

TURBO Intermodal Surge is a USCINTRANS-sponsored JCS exercise designed to augment limited strategic sealift assets by deploying unit equipment using commercial intermodal systems. TIS 2000 supported FOAL EAGLE 99 and involved the movement of the 4th Infantry Division unit equipment using commercial containers and flatracks from Ft Hood, TX to three tactical assembly area locations within Korea. The exercise deployed and redeployed unit equipment using contracted intermodal services and equipment combined with a Ready Reserve Force RO/RO vessel, the MV CAPE KNOX. The vessel carried containerized TIS00 cargo on the ship's weather deck and other FOAL EAGLE 99 cargo in the ship's RO/RO spaces. Intermodal services were provided by the Army's Logistic Civil Augmentation Program contractor. Services included providing containers/flatracks, container handling equipment, personnel, blocking/bracing tie-down, container stuffing/unstuffing, and line haul in CONUS and Korea.

The communications flight of the 615th Air Mobility Operations Squadron, Travis AFB, CA deployed to the port of Chuk Sa Met, Thailand for 75 days in support of Exercise COBRA GOLD 2000. This deployment was an

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excellent test for AMC and the new Theater Deployable Communications/Integrated Communications Access Package system. They supported both MSC ships bringing in cargo and MTMC which ran port operations and fed ITV data into the GTN. The site at the port became the backup communications facility for the majority of forces within a three-hour radius. They also became the Morale, Welfare, and Recreation "Internet Café" where troops would come to check e-mail and make telephone calls to their homes. It was estimated that they provided services for over 600 troops 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.



### Operations, Contingencies, and Force Rotations

For most of FY00, a relative lull in operational activity for contingencies followed a fiscal year dominated by the conflict over Kosovo, two crises with Iraq, and two major hurricanes in the Caribbean. The decline in contingency operations stood out in several ways. There were 19 contingencies in FY99 and only 12 in FY00. The contrast is even greater when magnitude becomes the criteria. Thankfully, apart from sporadic exchanges of fire over the no fly zones in Iraq, USTRANSCOM did not have to support any United States military forces directly engaged in combat. The major operations of FY00, maintaining peacekeeping forces and providing humanitarian assistance, did not require transportation or refueling on the scale of Allied Force or Hurricane Mitch. During FY00, mounting successful operations meant responding to upsurges in activity with limited airlift assets to conduct medium or small contingencies. USTRANSCOM managed the challenge of peacekeeping while continuing peacetime operations and exercises. Command operators stayed busy, especially in March, late August, and September 2000. They appreciated a less hectic pace for most of the year.

### Contingencies: Operation Stabilize in East Timor

The largest contingency operation by USTRANSCOM in FY00 began in brutal circumstances that resembled recent events in Kosovo. After East Timor, a former Portuguese colony annexed by Indonesia in 1976, voted for independence in a United Nations-sponsored referendum on August 30, 1999, pro-Indonesian militias unleashed a vicious reign of terror. Within days, it became clear that the militias had killed hundreds, had devastated much of the area's infrastructure, and had driven approximately 400,000 East Timorese (half the population) into hiding. International outrage at these atrocities soon generated a regional response. By September 20, Australia had taken the leadership of a multilateral peacekeeping force called International Forces in East Timor and airlifted an advance contingent of troops to East Timor's capital of Dili.

## Fiscal Year 2000 Exercises, Operations and Contingencies

In supporting US Pacific Command, USTRANSCOM embodied the national policy of assisting INTERFET in an active but restrained manner. MTMC members, deployed to Australia for a just concluded exercise, conducted port surveys in late September and early October. AMC brought troops from two Asian nations and one African nation to East Timor in the fall. Similarly, another airlift deployed elements of the Army's 11th Signal Brigade at Fort Huachuca, AZ to establish an interim communications system for INTERFET. In December, members of the 11th Signal Brigade detachment returned to their home base via airlift while MSC returned heavy equipment via ship. Another flurry of activity ensued in February when the United Nations Transitional Administration in East Timor under Philippine leadership replaced INTERFET. This time a US airlift redeployed participants from two nations and flew troops from two Southwest Asia nations to East Timor. The same month, one deployment sealift mission and two redeployment sealift missions carried just under 40,000 square feet of cargo.

Senior military leaders expressed pleasure that the United States had been able to contribute to rescuing East Timor in a steadfastly secondary role. Admiral Dennis Blair, United States Commander in Chief, Pacific, told a congressional committee, "East Timor demonstrated the value of having the U.S. in a supporting role to a competent ally, providing unique and significant capabilities needed to ensure success without stretching the capability of U.S. forces and resources to conduct other operations overseas."

### Force Rotations: KFOR and SFOR Peacekeeping

More than East Timor, the North Atlantic Treaty Organization which led peacekeeping operations in Southern Europe, compelled the United States to rotate its own ground forces into and out of Kosovo and Bosnia on a regularly recurring basis. Joint Guardian, the United States name for the multi-lateral force charged with enforcing peace in Kosovo (also called KFOR), began with the deployment of Task Force Falcon in June-August 1999. Joint Forge, the United States operational name for the NATO-led Stabilization Force in Bosnia, dated from 1996 as the successor to the initial implementation Force and was created following the Dayton Peace Agreement in October 1995. In FY00, KFOR joined SFOR as a major focal point of USTRANSCOM operations, a continuing commitment requiring significant resources over many weeks, several times a year.

Summary statistics demonstrate three things about transportation of KFOR and SFOR elements in FY00. First, when taken together, these rotations were large endeavors that moved thousands of people and huge amounts of tonnage. Second, a clear division of labor, related to size, saw airlift carrying personnel and almost all cargo originally assigned to sealift. Nine separate contingents totaling just under 22,450 troops and just under 800 S/Ts were airlifted on their way to or from Kosovo. Thirty-two sealift voyages carried slightly less than 718,000 square feet, 105 TEUs and 29 containers of KFOR cargo. USTRANSCOM's support for SFOR was smaller only in comparison, but otherwise mirrored the reliance on airlift for passengers and sealift for cargo. Nine airlift movements flew 16,700 Army troops and 400 S/Ts to and from Bosnia. Six sealift voyages contained 381,416 square feet of cargo. Third, commercial charters formed the backbone of both



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Soldiers from the 10th Polish Infantry Battalion wait in formation before boarding a U.S. Air Force C-17 Globemaster III at Ramstein Air Base, Germany, on April 21, 2000.

airlift and sealift. Just under 100 commercial charters moved United States forces for KFOR versus 33 organic AMC aircraft. Similarly, 72 commercial charters made up the mainstay of the SFOR airlift in contrast to 14 organic AMC aircraft.

Some aspects of the KFOR and SFOR missions changed in FY00 even as force rotations continued. Peacekeeping in

Southern Europe included Army National Guard leadership of SFOR for the first time when the 49th Armored Division of the Texas Army National Guard assumed command of the US contingent in March 2000. In April, trains brought tanks and artillery for KFOR from Germany to Kosovo via Bulgaria and Macedonia in five days versus 12 days for the previous sealift passage from Bremerhaven, Germany to Thessaloniki, Greece. Violence in Kosovo in early April led the US to airlift 130 Polish troops to Kosovo in a clear reminder of Poland's status as a NATO member and of the still smoldering ethnic tensions in the area.

### Force Rotations: Northern Watch and Southern Watch Peacekeeping

Unrest between Kosovar Albanians and Serbs was less threatening to United States forces in FY00 than the continued Iraqi resistance against the no fly zones imposed over Northern and Southern Iraq at the end of the 1991 Gulf War. 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 scattered Iraqi hostility so often that one could describe Operation Northern Watch and Operation Southern Watch as continuing small-scale military conflicts. The United States' ability to contain Saddam Hussein's residual air force was sustained by USTRANSCOM. AMC deployed aircraft, crews, and support personnel to Southern Europe and Southwest Asia. In FY00, AMC conducted 15 deployment/redeployment rotations for Northern Watch, at least one in every month except November 1999 and April 2000. The airlift for Southern Watch was much larger, extending to 35 deployment/redeployment rotations plus 10 separate deployments and 10 individual redeployments.

All these airlift movements generated impressive numbers at the end of the fiscal year. A total of 121 airlift aircraft for Northern Watch moved some 9,250 passengers and 2,700 S/Ts. In contrast to KFOR and SFOR rotations, only 46 of these missions were commercial passenger aircraft. The

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remainder were 37 C-5s, 29 C-17s and 9 C-141s. Southern Watch relied on an airlift consisting of 358 airlift missions, just under 42,650 passengers and just under 7,300 S/Ts. Over half of the missions (183) were commercial, while 94 C-5s overshadowed 48 C-17s and 33 C-141s in the 175 organic aircraft used. Southern Watch, unlike Northern Watch, had a sealift dimension as well. Two MSC ships delivered more than 24,800 square feet for Southern Watch.

In FY00, USTRANSCOM and AMC were heavily involved in Aerospace Expeditionary Force deployments for Northern and Southern Watch. AEF represented an initiative by Secretary of the Air Force F. Whitten Peters and Air Force Chief of Staff General Michael E. Ryan to limit Air Force deployments to an announced 90-day period once every 15 months. Secretary Peters and General Ryan instituted these regular deployments to boost morale and to enable units to prepare for their impending mission well in advance. For USTRANSCOM, AEF meant transporting consolidated rotations in a fixed timeline. At the outset, USTRANSCOM planners had to work hard to overcome several issues associated with implementing the AEF concept. In particular, the transition from a deployment process using channel flights to a focused AEF rotation using dedicated airlift created challenges for all concerned. At the end of FY00, USTRANSCOM planners reported progress in applying the AEF rotation process. As AEF became more familiar, USTRANSCOM sought to reconcile the Air Force program with the requirements of USEUCOM and USCENTCOM to maintain the two operational patrols over Iraqi airspace.

### **Humanitarian Operations: Second Airlifts to Antarctica and Turkey**

Two spectacular airlift missions in October and November 1999 responded to recurring humanitarian emergencies. On October 16, an LC-130 from the New York National Guard landed at the South Pole and, after 22 minutes parked on the ice with engines running, loaded Dr. Jerri Nielsen, the physician for the 41 member National Science Foundation research team, and brought in a replacement doctor. This rotation of personnel was hardly routine. The mission flew Dr. Nielsen, who had diagnosed herself with breast cancer months before, back to McMurdo Station, so she could return to New Zealand and the United States for medical treatment. The 1,680 mile round trip mission took six and a half hours and had been delayed two days while the flight crew waited for the temperatures at the South Pole to warm to 58 degrees below zero, the minimum temperature considered safe enough to attempt the evacuation. The flight was accomplished nearly two weeks before the regularly scheduled resumption of flights to the South Pole. On June 23, 2000, Dr. Nielsen visited McChord AFB, Washington to thank the AMC C-141 crew that had airdropped chemotherapy drugs to her in July 1999. She said, "I truly believe that without the airdrop I wouldn't have survived."



## **Fiscal Year 2000 Exercises, Operations & Contingencies**

On November 12, 1999 trouble took the form of another earthquake, only three months after the massive Turkish quake of August 1999. A 7.2 magnitude earthquake struck near Duzce, Turkey claiming more than 400 lives and injuring some 3,000. An AMC C-5 from Dover Air Force Base, Delaware deployed the Fairfax County, Virginia Urban Search and Rescue Team to Turkey on November 13-14 via a nonstop flight refueled en route. This deployment repeated similar AMC airlifts of the Fairfax team following the previous Turkish quake and the Taiwan earthquake of September 1999.

### **Humanitarian Operations: Fundamental Response and Atlas Response**

Major floods in Venezuela and Mozambique prompted the next two USTRANSCOM humanitarian operations in FY00. Both missions were larger than the single missions to Antarctica and Turkey, but they were significantly smaller than FY99 efforts to counter the devastation of Hurricanes Georges and Mitch.

When floods unleashed landslides of mud and rock in Venezuela on December 15, 1999, some 17,000 homes were destroyed or damaged and thousands were left homeless. The initial airlift response was led by the Air National Guard who began flying supplies to Venezuela on December 17. These missions answered a dire need for purified water. On December 24, a C-5A from the New York Air National Guard loaded two reverse osmosis water purification units in Puerto Rico and carried them to Venezuela. Each of the units could purify up to 60,000 gallons of water a day. C-130s subsequently transported smaller units capable of purifying up to 12,000 gallons of water a day.

From January to early March 2000, USTRANSCOM assisted Joint Task Force Fundamental Response with 16 airlift missions flown by AMC. In retrospect, strategic air mobility made two direct contributions to Venezuela's recovery. First, Reverse Osmosis Water Purification Units carried by air produced 2.89 million gallons of potable water. The units bought time for flooded local water treatment plants to be restored to normal operations; Second, three C-17 missions in early February brought a 16-member fire suppression team from Sweden to Venezuela. The Swedish firefighters used their skill and 130 S/Ts of equipment to contain a toxic chemical spill in the port of La Guaira, Venezuela.

The Venezuelan response was confined to airlift at the request of the Venezuelan government. The United States was prepared to do more. A sealift of Army and Marine personnel to help restore roads was stopped en route on January 12 when Venezuela's President Hugo Chavez objected to the introduction of any more United States military personnel into his country.

Widespread floods struck Mozambique in February. Rising waters swollen by weeks of rain, compounded by Cyclone Eline, left more than 100,000 people stranded and over one million homeless. In this situation, South African Defense Forces led relief efforts at the end of February by dispatching helicopters. South African helicopters and their crews rescued 12,000 people from roofs and trees in a week. USTRANSCOM supported this joint task force response under USEUCOM with 16 deployment missions from

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March 1 to 16. These missions supplied tents, blankets, plastic sheeting and 6,000 five-gallon water containers. Intratheater relief efforts were enhanced by the arrival of HH-60G Pave Hawk and MH-53 Pave Low IV helicopters on AMC aircraft. The helicopters, along with many US Air Forces in Europe C-130 missions, transported about 1,100 people (mostly doctors and humanitarian workers) around the flooded area until roads

became passable again. The vast distance from CONUS to Southern Africa made Mozambique response particularly demanding on AMC crews. Thirteen AMC C-5 deployment missions for the Mozambique response averaged 31.3 hours of flying time per mission.

### Contingencies: Deploying Federal Law Enforcement to Vieques

At the end of April, USTRANSCOM facilitated the initial effort to resolve a major domestic controversy. The discussion centered on whether or not the Navy and Marines should resume shelling and bombing on the Vieques Naval Training Area on Vieques Island off the East Coast of Puerto Rico. Military training at Vieques had been suspended since April 1999 when a Marine Corps FA-18 jet accidentally dropped two 500 pound bombs on an observation tower killing a civilian security guard and injuring four others. The tragedy generated strong opposition among some Puerto Ricans to resumed training on the range. From a military perspective, the Navy contended that Vieques was the only location where the Atlantic Fleet could practice simultaneous air, land, and sea operations with live munitions. President Clinton announced a compromise solution that called for the Navy and Marines to resume training on Vieques at half the 1998 rate, with an inert or "dummy" ordnance. The President also requested and Congress subsequently approved \$40 million in public works spending on Vieques. Protestors had occupied the training range since just after the April 1999 accident. These demonstrators refused to leave the range area when the Navy announced plans to resume training under the presidential guidance. The Justice Department then acted to end the standoff with USTRANSCOM's assistance. At the end of April and the first few days of May, six AMC deployment airlift missions transported over 360 federal law enforcement officers to Puerto Rico. In a predawn raid, May 4, these FBI agents and U.S. Marshals joined Puerto Rican police officers in removing just over 215 protestors from the range. Four days later, the Navy resumed bombing on Vieques with "dummy" bombs. With 250 Navy and Marine personnel in the area provided security for the range, the Justice Department presence was no longer needed. Accordingly, four AMC and three charter aircraft redeployed the federal officers to the continental United States. By flying the Department of Justice personnel to Puerto Rico, USTRANSCOM and AMC contributed to the resumption of limited Navy and Marine training on Vieques.

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### **Operations: Support for UN Peacekeeping in Sierra Leone**

In May, continuing violence and terrorism in Sierra Leone led the United States to strengthen the United Nations peacekeeping force in that strife torn African nation. On May 12, an AMC C-17 landed in Freetown, Sierra Leone with 42 S/Ts of ammunition for the UN troops. In April, the UN forces had replaced a West African peacekeeping force led by Nigeria which had enforced a July 1999 peace agreement ending a long civil war. With the end of Nigerian leadership, the rebel Revolutionary United Front seized some 500 UN peacekeepers at the start of May. The danger that RUF troops, often linked by outside observers with acts of brutality, might overrun the entire UN contingent of 9,000 and capture Freetown led British forces to intervene to evacuate their citizens. British intervention stabilized the situation in Freetown, most of the captured troops were freed, and the outlook for containing the RUF gradually brightened. In mid-July, the UN army attacked rebel forces and rescued some 233 peacekeepers who had been surrounded for two and a half months. The UN force grew to 13,000 by August. The expanded UN force was commanded by an Indian general, but Nigerian personnel and resources once again played a prominent role.

On August 23, an AMC C-17 deployed 14 U.S. soldiers and 23 S/Ts to Nigeria. The soldiers represented the first installment of an announced plan for the United States to train up to five Nigerian battalions for future peacekeeping duty in Sierra Leone. Once again, AMC conveyed the United States' desire to sustain the UN peacekeeping force in Sierra Leone while also encouraging the leadership of regional powers like Nigeria.

### **Contingencies: Rotating Army/Marine Battalions To Fight Fires**

Before the United States acted to provide training for Nigerian peacekeepers helping to keep the lid on the conflict in Sierra Leone, huge wild-fires in several western states stimulated a plea by the National Interagency Fire Center for military assistance in late July. On July 28, the Boise command center declared that all available federal firefighting resources (some 5,600 people) were fully committed. Weeks of drought plus seasonal lightening strikes had produced blazes that burned 3.5 million acres by August 1. Army and Marine reinforcements reached the worst fire areas by airlift. On August 1, a battalion of 573 Army troops with 35 S/Ts of cargo were airlifted from Robert Gray AAF, TX (near Fort Hood, TX) to Boise. Three additional Army battalions (from Fort Hood, Fort Campbell, KY and Fort Bragg, NC) were flown to Montana on August 13, 25, and 28. Total Army deployment by airlift came to 2,430 passengers and 138 S/Ts. On August 28, the initial Army battalion redeployed to Texas. Two Marine battalions (from Camp Pendleton, CA and Camp Lejeune, NC) joined the fight against fires in Idaho on August 5 and September 1. The deployment of Marine firefighters amounted to 1,250 passengers and 41.5 S/Ts. The California-based Marine battalion flew back to March ARB, CA on September 1.

Two aspects of the summer fires of 2000 were unusual. First, the magnitude of the fires was exceptional – dubbed the worst in 50 years. By mid-August, more than 20,000 firefighters in the West had been joined by teams from Canada, Mexico, Australia, and New Zealand. By late August, 6.2

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million acres had been engulfed, 30,000 people (including 4,600 military troops) were fighting the fires, and officials expected the total costs to top \$1 billion. Second, USTRANSCOM and AMC relied on Air Force Reserve Command and commercial charters. Of the 48 airlift missions completed by September 23, 28 were flown by reserve crews and eight were flown by commercial charters. Only one-third, or 16 missions, were accomplished by active duty AMC units.

Reserve and Guard crews flew eight C-130s equipped with the Modular Airborne Fire Fighting System capable of dispersing 2,700 gallons of fire retardant each. The MAFFS C-130s flew 774 sorties over 863 hours between July 24 and September 6. By August 28, these airborne firefighters had dropped 905,700 gallons of retardant on fires in California, Idaho, and Montana.

With fires either contained or almost contained in Montana, Army battalions redeployed to Fort Hood on September 9 and to Fort Bragg on September 12-14. The final Army battalion returned to Fort Campbell on September 15-17 followed by the last Marine battalion which flew back to Camp Lejeune on September 21-23. Total redeployment airlift came to 2,285 passengers and 132 S/Ts. The great fires of 2000, which burned more than double the annual average of acres consumed in the 1990s, ended with the fiscal year. Looking back, a federal information officer said of the



U.S. Army soldiers assigned to the 82nd Airborne Division arrive aboard a U.S. Air Force C-17, assigned to the 446th Airlift Wing, McChord AFB WA.

departing soldiers in Montana, "they made a huge contribution." Reserve, Guard, commercial, AMC, and NMIC transporters enabled the Army and Marines to do what needed to be done.

This accomplishment happened at the same time AMC and MSC were supporting presidential travel, major exercises and force rotations that converged in late August and early September.

### Summary of Operations

**"The JRT consolidates efforts to ensure every customer has the best value mode of transportation in each Denton or Funded Humanitarian Program..."**

The Joint Requirements Team supports what are often referred to as peacetime operations. The JRT consolidates efforts to ensure every customer has the best value mode of transportation in each Denton or Funded Humanitarian Program/Special Assignment Airlift Mission/Channel/Group Travel Operation and Opportune Movement support.

The Denton program is an instrument to provide humanitarian support to 39 countries. In FY00, USTRANSCOM's contractor, Joint Relief International has been instrumental in moving over 2.3 million pounds of humanitarian donations from 85 US donors. The Air National Guard and Air

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Force Reserves provided 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 1999 through September 2000, 15.3 million pounds were shipped to 22 countries.

Special Assignment Airlift Mission managers supported a total of 3,723 missions in FY00. Among SAAMs were 1,716 White House support missions including presidential travel to Canada, Europe, the Middle East, India, Russia, Japan, Colombia and Africa. SAAMs also extended to Counter Drug operations totaling 57 missions, often requiring last minute scheduling.



Staff Sergeant Wayne Donnelly, SrA Kevin Taboada, SrA Timothy Chew, and SrA David Owens, all Air Transportation Specialists assigned to the 97th Air Mobility Wing, Altus Air Force Base, OK, exit their C-17 after finishing an Engines Running Offload (ERO) on the yellow ramp at Pope Air Force Base, NC (U.S. Air Force Photo by Master Sgt. James Mossman)

Other recent SAAM missions included support of the Intermediate Nuclear Forces Treaty, Air Force Thunderbirds, Space Shuttle Launch, Operation Deep Freeze, repatriation of Missing In Action remains from Vietnam and North Korea, Special Warfare Forces, and short notice requirements for fire-fighter support as well as C-130 Module Airborne Fire Fighting Systems in the Western United States.

The Channel Team played a major role in establishing and maintaining an effective channel airlift structure worldwide to support the military services, CINCs, and agencies. Current initiatives to increase cargo velocity with limited airlift assets include USSOUTHCOM Hub and Spoke Operations Test, USEUCOM SDMI, and USPACOM Joint Theater Distribution Test and Evaluation. The channel review process was reestablished with the military services and CINCs. Results of reviewing 233 channels have accounted for 22 channel cancellations and 13 channel changes. In FY00 the combined passenger and channel cargo missions supported 355,366 passengers and 182,395 S/Ts of cargo.

During this fiscal year, the JRT assumed additional responsibility as the USTRANSCOM validator for Operational Support Airlift support. This office receives OSA requests from the various USTRANSCOM offices/components and submits them into the Joint Air Logistics Information System for support.

Other support areas include group travel requirements which processed over 166,500 air passengers by utilizing over 1221 air moves and over 905 surface moves in FY00. Much of the support was to the National Training Center and Joint Readiness Training Center as units prepare for real world operations.

## Fiscal Year 2000 Exercises, Operations and Contingencies

An exciting initiative launched in October 1999 was the transport of White House Communications Agency equipment by surface when possible, thus saving critical airlift assets and achieving an estimated cost avoidance of \$2.5 million for FY00.





USTRANSCOM Initiatives



## 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, and each of the command's customers - the military services, unified CINCs, exchange and commissary systems, and other DOD and federal agencies - have their own requirements.

USTRANSCOM's outreach is designed to bring all of these organizations together to formulate policy and develop supporting doctrine and appropriate education and training programs.

#### Outreach

##### Strategic Partnerships

USTRANSCOM continues to strengthen its outreach by targeting customers, commercial partners and other agencies. The USTRANSCOM Business and Acquisition Center is the cornerstone of our 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, the BC-sponsored Customer Day and the Customer Council of Captains and Colonels, provided face-to-face discussion between senior leaders from the TCCs and our customers. Additionally, BC worked closely with the Joint Staff, services, and agencies on a number of strategic initiatives and working groups focused on logistics improvements. The BC also served as the DTS conduit to commercial industry through the National Defense Transportation Association Business Practices Committee and industry visits.

##### Automatic Identification Technology Plan

"The Global Air Transportation Execution Systems and the Worldwide Port Systems provide the means to capture and transmit critical information related to the movement of cargo or passengers..."

USTRANSCOM completed the first of a \$40 million, two-phased plan establishing a baseline AIT operational capability at aerial and water ports. GATES and WPS provide the means to capture and transmit critical information related to the movement of cargo or passengers through a port of embarkation or a port of debarkation to the GTN. Linear barcode capabilities were enhanced and two-dimensional barcode capabilities were integrated into port operations. Radio frequency data communications capability was introduced and deployable AIT capabilities, able to support a substantial number of aerial and seaports simultaneously, were realized.

The AIT fielding directly supports customer information requirements and contributes to improved warfighter readiness.

##### Doctrine, Education and Training

The Joint Deployment Training Center over the past year continued its effort within the DOD to educate and train the Joint Planning and Execution Community on the joint deployment process and the integrated use of the DTS.

### USTRANSCOM Initiatives

FY00 marked the first full year that the JOPES Training Organization was incorporated within the JDTC. The JTO provides both a structured and unstructured training program that includes resident training at Ft. Eustis, mobile training teams and Web-based mini-lessons centered on JOPES and JALIS functional training. During FY00, training to the CINCs and services increased by approximately 25 percent with 1,222 personnel receiving JOPES training and another 280 receiving JALIS training. This was partly due to an extensive outreach program - the JTO trained key Reserve and Guard personnel by providing unit-level JOPES training on weekends and special courses for these critical members of the JPEC. For FY01, preliminary surveys suggest an additional 10-15 percent increase in student training. Finally, as part of its mission to provide crisis action support to the JPEC, a JOPES Crisis Support Center is being established at the JDTC to provide electronic over the shoulder JOPES and deployment support and assistance to CINCs requiring immediate operational support during times of crises or contingency. This function will act as a gap-filler while the USTRANSCOM 911 team is en route to the affected theater.

JDTC also participated in joint exercises as trainers, planners, observers, and evaluators. Examples include: conducting TPFDD data support for the joint task force staff during Millennium Challenge 00, the Chairman of the Joint Chiefs of Staff 72-hour objective TPFDD standard, and acting as the deployment doctrine standard-bearer during Turbo Patriot 00, the largest JLOTS exercise in more than six years. JDTC will continue to help shape joint exercises and influence exercise design objectives as they relate to joint force projection and force deployment which will result in more effective and efficient deployment operations.

The JDTC works closely with the U.S. Army, DOD's largest user of deployment assets. JDTC assisted the U.S. Army Battle Command Training Program by training the trainer in the linkages between the joint deployment process and Army deployment activities. This effort is key to the development and refinement of Army deployment concepts and practices in support of the Army Chief of Staff's envisioned deployment objectives.

In the area of joint doctrine, the Joint Staff approved and published Joint Publication 4-01.8, Joint Tactics, Techniques, and Procedures for JRSOI, culminating the efforts of JDTC to refine, staff, and distribute current deployment doctrine. The JDTC also participated in the development and refinement of two other JPs on power projection: JP 4-01, Joint Doctrine for the Defense Transportation System, and JP 4-01.5, Joint Tactics, Techniques and Procedures for Terminal Operations. More information about the JDTC and the JTO may be found at <http://www.dtc.transcom.mil>.

**In-transit Visibility Doctrine:** USTRANSCOM initiated a process to fill doctrinal voids in articulating ITV roles, responsibilities, and reporting requirements in joint publications. Tactics, techniques, and procedures were identified and incorporated into existing joint doctrine with emphasis on ITV functions related to the ability to capture the identity, status, and location of DOD cargo, passengers and patients moving from origin to destination.

## USTRANSCOM Initiatives

### Transportation Regulation

#### Military Standard Transportation and Movement Procedures (MILSTAMP, DOD 4500.32-R) Integration into the Defense Transportation Regulation (DTR, DOD 4500.9-R) (MIID)

As the DOD proponent for these two regulations, USTRANSCOM has taken the lead in consolidating the Military Standard Transportation and Movement Procedures and the Defense Transportation Regulation into one updated regulation to provide a single unambiguous source for DOD transportation policy and procedure requirements. The integration of these two major transportation regulations will provide transportation offices with one regulation for all cargo movement requirements and will eliminate the potential for contradictory guidance. Most of the MILSTAMP guidance was incorporated into Part II (Cargo) of the DTR, but where appropriate MILSTAMP guidance is being incorporated into other parts of the DTR. With the assistance and coordination of the services and agencies, this project included reviewing, updating, and consolidating more than 1000 pages of material. Initial staffing through the services and agencies began in March 2000 and was completed through the use of e-mail and virtual workshops with only one on-site meeting. Final staffing by the services and agencies began in August 2000 with publication by the end of December 2000. When completed, this project will provide a single streamlined Web-based source for transportation cargo policy and procedures.

"The integration of MILSTAMP and the DTR will provide transportation offices with one regulation for all cargo movement requirements and will eliminate the potential for contradictory guidance."

### Transportation Law

The USTRANSCOM outreach program occasionally produces combined efforts between military services and DTS customers in recommending legislative changes to Congress. The DOD Authorization Act for FY01 (Public law 106-398) included several USTRANSCOM legislative initiatives that were enacted into law:

1. A command initiative to update legislation on CRAF--originally enacted to support our CRAF participants but limited to interstate air transportation--to reflect current practices and the importance of that program.
2. The Fly CRAF statute, title 49, United States Code, Section 41106, sets out the priorities for obtaining airlift for DOD in CONUS, CONUS to OCONUS, and in overseas locations. First priority is the utilization of CRAF carriers, if available. The changes brings the Fly CRAF statute in line with the Fly America Act (49 U.S.C. §40118) and brings leverage to the code-sharing practices of the international aviation industry to support those U.S. air carriers participating in the CRAF program.
3. As part of the Deputy Secretary of Defense -directed initiatives for improvements to the DTS (MRM 15), the USTRANSCOM Office of Chief Counsel submitted legislative proposal to streamline the administrative offset process. An amendment to section 2636 of title 10, United States Code, was

### USTRANSCOM Initiatives

enacted to authorize simplified administrative offset of transportation overpayments against carriers. The offsets will be available for use by the units who made the overpayments. The amendment also provides a streamlined offset procedure for amounts overpaid for transportation services when such amounts are below the simplified acquisition threshold, currently \$100,000. This section will provide incentives to the DOD units to actively pursue known transportation overpayments and liquidated damages when discovered rather than wait for post payment audits to catch these items and will facilitate use of automated accounting systems in the recoupment process.

Technical corrections to Section 2350c of Chapter 138 of title 10, United States Code were enacted which removed the conflicting language in the law. As a result, Allied Nations will continue to have a choice in the type of cooperative agreements used for airlift.

The USTRANSCOM Chief Counsel was instrumental in drafting legislative provisions that were included in the newly-enacted DOD Authorization Act for FY01 which provides for reimbursement of expenses incurred by military members of respective services when personnel leaves are cancelled on short notice due to contingency operations.

The USTRANSCOM Chief Counsel worked closely with the Legal Counsel and Staff members of both the House and the Senate Transportation Subcommittees to revise the definition of public aircraft. Progress was made in ensuring that CRAF aircraft are defined as civil aircraft and not public aircraft. Although further improvements are needed, the provisions of the new law also clarify that military aircraft remain as public aircraft even when they fly on a reimbursable basis for other agencies or foreign nations.

USTRANSCOM is responsible for the negotiation and oversight of international agreements with foreign allies involving transportation and transportation-related services. Office of Chief Counsel attorneys engaged in discussion and negotiations relating to an airlift agreement with an Asian ally, an aerial refueling arrangement with Australia, and a railcar exchange arrangement with Canada.

Attorneys from the USTRANSCOM Office of Chief Counsel also met with representative of the U.S. Joint Staff and the Canadian Ministry of Defense to discuss the Integrated Lines of Communication agreement. DOD currently has 12 Canadian military personnel under the program, most of which are assigned to USTRANSCOM and its TCCs. This agreement is being negotiated and the status of personnel under this program is currently being evaluated to make their participation more effective for both countries.

The USTRANSCOM Office of Chief Counsel provided support to the Department of Transportation in its role as official U.S. government representative to the NATO Civil Aviation Planning Committee. NATO approved a plan submitted by the CAPC that obligates the United States government to pay a 24 percent share of the loss in the event of a loss of a NATO commercial aircraft during combined operations. Because of the problems with international financial agreements and United States Anti-Deficiency Act, this indemnification plan makes it unworkable for both the carriers and the

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governments involved. USTRANSCOM and the FAA provided the explanation of the problems to the NATO CAPC and proposed insurance solutions that could make the NATO CRAF program workable. USTRANSCOM was requested by the NATO CAPC to participate in an Ad Hoc Insurance Working Group to draft a new proposal for submission to NATO.

### Protection

#### Personnel and Equipment

The USTRANSCOM JICTRANS continues to lead intelligence community efforts to identify, and in coordination with USTRANSCOM Force Protection, minimize threats to deployed DTS assets. In 1999, the Defense Intelligence Producers Council delegated responsibility for intelligence production on major seaports to JICTRANS. Building on this leadership task, JICTRANS, in the year 2000, took the lead on development of the Transportation Intelligence Community of Interest, bringing all intelligence producers to the same table to orchestrate intelligence production. JICTRANS' leadership role in the intelligence community is vital to assure the continued satisfaction of key intelligence requirements.

#### Information Systems

Our use of information systems is as far-reaching as our transportation mission, and can be vulnerable to our nation's enemies and hackers. Our information protection program follows a risk mitigation strategy for 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. In FY00, TCJ6 drafted the technical measures required to achieve each Information Operations Conditions level for the command's INFOCON Policy Directive. Similarly, a USTRANSCOM policy directive was published for network incident reporting, ensuring that it was in sync with the operational reporting requirements levied by the National Security Agency. TCJ6 is integrating the security infrastructure of USTRANSCOM with the Service Component Commands through the Information Assurance/Information Protect 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.

#### Information System Upgrades

**The Global Transportation Network:** GTN currently gets its data from 21 government information systems and 30 commercial carriers. GTN provides data to nine government information systems and provides customers anywhere in the world a seamless, near-real-time capability to access and employ transportation and deployment information. It is Internet accessible.

GTN has more than 6,000 registered users and receives an average of 2,500 user queries per day. There were more than 30 product releases and upgrades in FY00.

### USTRANSCOM Initiatives

In early FY00, GTN prepared for Y2K by conducting three Operational Evaluations prior to January 1, 2000. These OPEVALS were instrumental in ensuring that the actual rollover was a non-event. GTN releases of enhancements to the system were restricted to emergency releases for the first six months of FY00.

After the Y2K code freeze lifted in March 2000, new GTN functionality, infrastructure improvements, code modifications and performance enhancements continued at a rapid pace throughout the remainder of FY00 with 32 new releases.

Since GTN declared initial operating capability in 1997, development of the system's two core capabilities have been focused on ITV of personnel and cargo moving through the DTS. The advances that have been made in capturing ITV have now provided an opportunity for functionality to be developed to utilize the available information in a C2 role. Several initiatives are currently underway to enhance C2 functionality within GTN. The initial system release, Command and Control Networks, is expected to begin in FY02.

The Planned versus Actual project is developing the capability to identify and compare actual DTS movement information received in GTN with all validated or confirmed movement requirements. A key attribute of PvA is that it supports the requirement by performing transportation feasibility during execution, such as assessing unit closure and operational effectiveness of USTRANSCOM's supporting activities. It will also provide a basis for DTS performance metrics.

The JOPES Schedule and Movement module functionality will be migrated to GTN. JOPES S&M is the basic module within JOPES and the GCCS for identifying and documenting transportation planned and actual movements in support of contingency/Operational Plan activity. GTN is the source system for providing USTRANSCOM-controlled movement data into JOPES S&M. Working closely with Defense Information Systems Administration and the Joint Staff, in the development of JOPES 2000 and GTN S&M, new functionality will provide users up to level six detail information in JOPES/GTN S&M.

GTN Exercise Support will provide a distinct GTN capability, separate from the GTN operational system, to support DoD Command Post Exercises. The GES will provide the users the same GTN feeder system data, GTN applications, and functional capabilities as the operational system, as well as exercise data from six feeder systems. Delivery of this product is scheduled for the second quarter of FY01 and will be used for major exercises later in the year.

C2N will migrate the GCCS JOPES S&M functionality into GTN and also incorporate two other current GTN capabilities, PvA and C2 Reports. A new functionality called GTN Query Tool will also be incorporated which will closely mirror the existing JOPES Rapid Query Tool capability. Delivery of this product is expected in second quarter of FY02.

In development is a Vendor In-Transit Visibility capability for commodities shipped direct from vendors to the DOD and the agencies.

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A prototype successfully tested the concept of maintaining ITV of shipments direct from the vendor to the carrier and on to the point of receipt of selected goods (pharmaceuticals). It also tested the concept MRM 15 documentation and payment procedures using Electronic Data Interchange. VITV Phase II (expected delivery is 4th quarter FY01) will take the prototype operational within GTN and incorporate significant enhancements as identified by the user community. Follow-on phases will incorporate the commodity areas of subsistence and repair parts into the operational system. Additionally, more vendors will be added from all commodity areas.

GTN 21 is the follow-on acquisition effort to the existing GTN system. The acquisition team will post an announcement in the Commerce Business Daily in October 2000, and host an industry day in November. The acquisition process will continue into FY02.

**Joint Deployment Process Initiative:** The DOD is committed to developing seamless joint deployment and redeployment processes. Recent force structure reductions, decreased forward presence, reduced funding, and high operations tempo are key factors that require effective joint deployment and redeployment processes to become more efficient. USCINCFCOM is designated by the Secretary of Defense as the Joint Deployment Process Owner for DOD to improve the joint deployment and redeployment processes. USTRANSCOM is committed to assisting in the improvement initiative as a near equal partner with the JDPO. Throughout the past year, USTRANSCOM has been fully engaged in this effort through support of a number of important initiatives including:

1. Sponsoring the semiannual Joint Deployment and Distribution Process Initiatives conference at Scott AFB.
2. Supporting development and test of an improved deployment process via strong participation in exercise Millennium Challenge 00.
3. Supporting the development of deployment process improvements by using automated collaborative tools and the establishment of Joint Tactics, Techniques and Procedures.
4. Supporting the development of a new way to quickly identify crisis related movements with a new concept of Joint Force Capabilities Catalogs/Registers. The JFCC concept supports the rapid construction of a mobility requirements database using real unit related data.



Additionally, USTRANSCOM continues to assist in the documentation of the improvement process initiatives in conjunction with the JDPO and Joint Staff J4 Deployment Division, forming a triad approach to ensure success.

**Millennium Challenge:** USTRANSCOM partnered with USJFCOM, the JDPO, to meet the objective of Gen. Henry H. Shelton, USA, Chairman of the Joint Chiefs of Staff, of building a validated TPFDD within 72 hours for the first 7 days of flow. To reach the goal of a TPFDD in 72-hours, the deployment process was



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reengineered and new enabling technologies developed as part of a Joint Deployment Process Improvement initiative. The JDPI initiative advocates a continuous, collaborative, parallel planning and execution environment vice the current sequential, segmented environment. The end goal is for a system that's fast, flexible, and simple, allowing USTRANSCOM to give accurate feasibility estimates early in the COA development portion of the Crisis Action System.

"MC00 was designed to evaluate the effectiveness of the new deployment process and integration of the enabling technologies..."

The MC experiment was designed to evaluate the effectiveness of the new deployment process and how well enabling technologies were integrated as units responded to supported CINC requirements. The MC00 scenario required a supported CINC's staff to respond to a crisis situation and determine force requirements through collaboration with Components, USTRANSCOM, other supporting CINCs, and the Joint Staff, using collaborative tools and other enabling technologies.

Four areas were assessed in the MC Experiment: Concurrent Collaboration; Joint Forces Catalog (use of actual vice notional data); a joint standard for input of actual unit data combined with a joint feeder system into JOPES; the identification of a specific start point in the JOPES orders process.

#### Lessons Learned:

**Collaboration.** A collaborative environment, based on use of collaborative tools and procedures, enables early USTRANSCOM involvement during crisis action planning. This cooperation ensures transportation and sustainment issues are considered in the operations ordered developed by the supported command. This close collaboration promotes exchange of information needed to produce timely and meaningful movement estimates, allowing continuous feedback to the supported CINC on transportation feasibility. Rules of engagement, though, must be developed, and are vital to the new process and technological collaboration.

**Joint Forces Catalog.** During MC00, use of a notional Joint Forces Catalog allowed the supported CINC to more effectively communicate capability requirements to subordinate commands. However, supported CINC components required some capabilities not identified in existing force packages; therefore, a process to rapidly identify additional requirements is needed. The concept of a joint forces catalog is to put specific force capabilities with actual deployment data into a database that can be accessed by CINC planners. Under this concept, force packages with actual data in COA development would allow the supported commander to quickly build a force list that could be used by USTRANSCOM to generate transportation estimates back to the supported CINC planners. The planners could then give the CINC a more reliable COA recommendation. The joint forces catalog will continue to be developed in support of the reengineered deployment process.

**Joint standard for input of actual data.** Joint standard deployment information systems are vital to a reengineered deployment process. The systems, TC-AIMS II/Joint Force Requirements Generator II used in MC00

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performed less than expected. They were not user-friendly and interoperability and data synchronization problems occurred. However, development will continue as TC-AIMS II is the data source for actual unit movement and, therefore, critical to the deployment process.

Specific orders start point. The new process requires appropriate orders to establish the collaborative environment and start the clock for the 72-hour TPFDD development/refinement for the first seven days of flow. In MC00, the collaborative environment was established with the Warning Order. The Warning Order started the 72-hour clock; this allowed sourcing and tailoring concurrent with the supported CINC's Operations Order development.

The new process offers new opportunities for USTRANSCOM to participate early in the crisis action planning process. It also ensures transportation/sustainment issues are considered in operational orders development by the support command. Close collaboration promotes exchange of information needed to produce timely and meaningful movement estimates.

Bottom Line: We're deciding now how we want to deploy in the future. The goal? USTRANSCOM, along with the joint deployment community, wants a system that's fast, flexible, and simple.

**Single Mobility System:** Single Mobility System 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 supports air requirements planning by providing visibility of unfilled Guard/Reserve lift requirements, opportune lift requirements, and scheduled air missions, as well as an online mission trading capability. This system provides visibility of booked and manifested cargo transported by ship; sea port reference data; and various decision support tools, such as port locator, cost calculator, empty leg finder, and air metrics. FY01 development will provide visibility of vessel locations and ship characteristics reference data, as well as unfilled SAAM requirements and unfilled Denton requirements.

**Events LogBook:** Events LogBook is a Web-based collaborative data sharing tool designed to automate manual processes previously accomplished by telephone, fax, and e-mail and provides immediate information to watch officers supporting Joint Mobility Control Group operations. LogBook provides the capability to build custom views and checklists on-the-fly; data sharing via permission sets based on a need-to-know; complete user flexibility, including the capability to add new data elements to the database; and a Message Import Tool, which downloads and posts messages from the Automated Message Handling System. LogBook aggregates and posts scheduled query output from the GTN and JOPES. FY01 development centers on a database infrastructure in support of USTRANSCOM data visualization efforts.

**Transportation common operating picture:** Transportation Common Operating Picture is a development effort designed to support the Joint Staff directive, which mandates that each CINC develop a unique common operating picture to support his specific Area of Responsibility. TRANSCOP is

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being developed as part of the GCCS Common Operating Environment. TRANSCOP provides cargo detail for transportation assets in execution and will provide data feeds to the supported CINCs. The FY01 effort centers on the migration of the user interface from the existing UNIX-based platform to a Window/NT environment. InfoWorkSpace: IWS is a set of Government-Off-The-Shelf hardware/software tools designed to provide a collaborative planning environment in support of the virtual command center concept supporting the JMCg. IWS provides audio, video, chat, and whiteboard capabilities. Initial IWS capability was fielded at USTRANSCOM, AMC, and MSC in FY99. Installations will be completed at MTMC in FY01.



**Business to Enterprise:** Business to Enterprise is an initiative affecting the entire command. In FY00 USTRANSCOM prototyped a user customizable B2E portal focused on internal and administrative tools. The goal of the portal was to prototype the tools for a single sign-on to multiple applications, provide Web access to e-mail and demonstrate the capability to query remote databases and display the information over the Web. The demonstration of remote queries of a database consisted of building a tool to access the JALIS database and provide the information over the Internet to Air Force, Army, and Navy units that do not have access to JALIS. Additionally, USTRANSCOM developed a Web-based application for frequency management that is being adopted for use throughout DOD.

The electronic business program leverages DTS, using internet technology, to provide global access to transportation information and decision tools. By the end of FY01, USTRANSCOM will implement an information portal that provides USTRANSCOM global Web-based access to organizational information and automation of common workflow events. By the end of FY05, USTRANSCOM will provide tailored integration of and access into DTS applications and tools required to conduct our daily business. This includes implementing a fully integrated Web-based electronic business for our DOD and commercial customers and suppliers.

Initially the program will provide software tools for the display of information to facilitate electronic commerce, work flow tools, hardware for accessing the DTS, DOD, and commercial databases, and resources for lifecycle sustainment of the hardware and software tools.

To implement a fully integrated electronic business capability, USTRANSCOM will move DTS databases to common languages and standards that facilitate sharing of information. The electronic business program will identify and implement software tools that will allow for reaching into DTS, DOD, and civilian databases for the information to make decisions and bring this information into a corporate data repository.

**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 interim teleport initiative was

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funded directly by the JCS via the CINC Initiative 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 interim teleport 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 interim teleport project provides satellite gateway access for use by all warfighting forces in the European and Southwest Asia theaters of operation.

**Test Engineering Center:** Some combinations of software and hardware create their own problems, so management of our system of systems also includes testing for interoperability, interconnectivity, and maintenance support prior to use on the USTRANSCOM Local Area Networks. Over 50 products were tested by the Test Engineering Center in FY00, including applications for wireless e-mail, network management, imaging, optical character recognition, collaboration, diagramming, Web-based remote access, PC recovery, and maintenance, as well as portable computers, flat screen monitors, scanning equipment and storage area networks. Upgrades and service packs for current software were also tested and fielded to ensure that the USTRANSCOM LAN has the most current software releases available.

### **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 - 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, a reorganization, or changes in doctrine and training, USTRANSCOM is constantly searching for a better way to execute its mission.

#### Information System Analysis

Our JTCC ensures that we use the tools of technology wisely instead of blindly applying technology without regard to customer needs or interoperability with other systems. JTCC supported several initiatives in FY00:



**Joint Deployment Functional Process Improvement Project:** JTCC supported the Joint Deployment and Distribution Process Improvement semiannual conferences in January and June, and supported the development and test of an improved deployment process via exercise MC. The goal of the exercise was to achieve a 72-hour TPFDD. The JTCC staff facilitated work groups for the JPEC, documented changes to the operational architecture, and initiated the development of a draft CJCS publication to document the revised deployment process.

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**Advanced Shipping Notice:** Modeling and testing of the Advanced Shipping Notice concept continued through FY00. ASN becomes a funded system development program October 1, 2000 (FY01). The objective of ASN is to accurately predict the arrival (date, weight and cube) of cargo at CONUS aerial ports as far in advance as possible. This capability will reduce the average port hold times, increase cargo velocity, and enhance TDD service for the DTS by allowing AMC's TACC to assign airlift based on when cargo will arrive rather than waiting for cargo backlogs to build at the aerial port before final airlift scheduling processes are initiated.



In FY00, a validation test was performed with Code J and Direct Procurement Method unaccompanied baggage from three test sites through the Dover to Ramstein channel to verify the effectiveness of policy and procedural changes in a field environment. Beginning October 1, 2000, new Code J and DPM business rules to support the ASN concept took effect throughout CONUS. USTRANSCOM is working to ensure an effective contract compliance enforcement mechanism is in place to support the transition to the new personal property program business rules.

A validation test of sustainment requirements that pass through DAAS began on November 30, 2000 and will continue through April 2001. This will test the capability of the ASN model to generate predictions based upon DAAS transactions received. The model emulates the business rules currently utilized by the DOD logistics system. The test involves one Air Force and two DLA shipper sites shipping through the Dover to Ramstein channel.

Upon successful completion of the test, early in Calendar Year 2001, the capability will be spread to other shipper sites and other AMC overseas channels.

Also early in CY01, we will begin coordination with AMC's TACC to determine how they will implement ASN projections in their aircraft scheduling process. In FY02, we will begin our search for the triggers that cause the movement of service-owned stocks, ammunition, and other sources of cargo that provide aerial port workload.

**DTS Joint Reference Tables Project:** Non-standard Reference Table data (country codes, for example), untimely table updates, incomplete table distribution, and unsynchronized table updates are sources of data errors and subsequent transaction rejections and duplication of effort between transportation systems. JTCC was given the task to synchronize and distribute all reference tables that are used by the DTS systems. The DTS Joint Reference Tables Project Team began a limited proof-of-concept in September 1999. JTCC, as the DTS steward, is actively managing about 180 of more than 250 duplicate tables. The DTS Steward codes and definitions are now mostly in synch with PMOs (for 180 tables). The DTS steward is actively pushing table changes to using PMOs. Managed tables are viewable from the Web at <http://sctappsrv.scott.af.mil/tmds/>. The JS provided funds to incorporate Joint Unit Deployment tables (unit, unit billet, unit equipment) into the

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proof-of-concept. Depending on the availability of funds, JTCC would like to expand this work to include high-payoff tables, such as Geolocation, and other remaining duplicate tables; automate the reference table management process; and potentially expand the process to non-DTS systems and tables which feed into the DTS.

**Joint Logistics Warfighting Initiative:** This project supports the DUSD(L) Joint Logistics Warfighting Initiative project director in documenting USCENTCOM theater distribution processes to form a baseline for process changes. The JLWI project aims to explore options for streamlining or flattening the services' deployment, requisition, distribution, retrograde and redeployment processes. In January, JTCC participated in a JLWI conference hosted by USCENTCOM J4/7, and sponsored by JS-LI/DD and DUSD(L), to plan, coordinate and identify players and contractors to execute and support JLWI and AIT/AIS introduction into USCENTCOM AOR. JTCC was assigned to collect first/last tactical mile process/system data. During April and May, JTCC participated in the JLWI data collection actions in Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and Kenya. In May 2000, the JTCC and JLWI contractor teams completed the JLWI data collection for Army Central Command and US Central Command Air Force units in the USCENTCOM AOR. The Marine deployment and re-supply processes were documented during the deployment from Camp Pendleton and Kaneohe to Mombasa, Kenya in May and June 2000. Data collection for Navy afloat units was originally planned to be conducted in the Gulf during May 2000. However, this data collection was delayed, and was accomplished in July 2000 with afloat carrier/logistics support ships near Norfolk, VA. In June 2000, the initial demo of the ARCENT G2 model was provided to the JLWI CoCC. The model provides detailed data with drill-down options for the requisition, distribution, and retrograde processes for the unit-level, the Supply Support Activity and the links to National Logistics systems.

On June 15, 2000, the JLWI Project Director tasked Joint Test & Evaluation personnel to provide copies of their diagrams and information for the industrial complex visits to enable integration of the data into a single model. Following integration of this data, the next step will be to obtain Component Command/USCENTCOM validation of the G2 models. On July 12, the initial demo of the USCENAF G2 model was provided to the JLWI Business Process Working Group. The USCENAF G2 model provides an overview of CWT from the time the maintenance customer at the unit level identifies a need-until the need is filled. The model also provides detailed drill-down options for the requisition, distribution, and retrograde processes. This includes detailed request processes used by the USCENAF unit-level maintenance flights, supply request and requisition processes by the unit and regional supply squadron, and links to Theater /National Logistics systems. In summary, the FY00 deliverables included update of the FY99 high-level Theater Distribution As-Is process maps; collection of First/Last Tactical Mile process activities for supply and maintenance customers for the theater requisition and retrograde processes; collected activity based resource data to enable evaluation of alternatives using the GENSYM G2 ReThink modeling tool; final First/Last Tactical Mile and draft integrated JT&E and JTCC JLWI G2 Models; and JLWI Improvement Opportunity Analysis Reports.

## USTRANSCOM Initiatives

**Defense Transportation System Operational Architecture:** The DTS Operational Architecture is a central component of USTRANSCOM'S Enterprise Architecture. The OA documents the tasks, operational elements, activities, and information flows within the DTS required to support the warfighter. The DTS OA is designed to identify where functional process improvements are needed, and where DTS systems functionality is duplicated. The OA is used as a tool that supports USCINCTRANS and other decisionmakers in resolving programmatic issues. During FY00, an interactive Architecture Repository tool was developed and the OA was expanded in the areas of Command and Control and Intelligence processes and systems that support the DTS. In the summer, development began on the To Be OA. The To Be OA will integrate major transportation/distribution initiatives such as SDMI, JLWI, Joint Deployment, Joint Vision 2020, and ASN.

**Operational Support Airlift:** JTCC continued an effort to improve service to the DOD customers worldwide. The military services operate a fleet of smaller aircraft that provide on-call air transportation service to activities and services of the DOD. This service is called Operational Support Airlift. The JTCC is working with the USTRANSCOM JOSAC and OSA functional representatives from the Army, Navy, Marines, and Air Force to develop an enhanced OSA process. An OSA working group met on seven separate occasions during the year. With JTCC as the facilitator, the group developed an As Is process map, then identified the To Be process map with associated narrative. The To Be documents target significant areas for potential improvements to the overall OSA process. A mission needs statement and an operational requirements document were developed. This Functional Process Improvement effort will ultimately result in significant improvements in customer support. (JTCC publishes a quarterly newsletter; available at <https://business.transcom.mil/JTCC/jtcc.html>.)

### **Functional Process Improvement**

<p><b>"JTCC also conducts FPI studies to find a better way and field it in the form of doctrine, regulations and training."</b></p>	<p>JTCC also conducts FPI studies to find a better way and field it in the form of doctrine, regulations, and training. In FY99, JTCC worked with the Joint Staff/J4 and JFCOM to improve joint deployment operations such as unit-level deployment/redeployment and JRSOI. The baseline data and documentation done by JTCC formed the basis for the Joint Deployment Operational Architecture.</p>
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The unit-level FPI provided information to the JDTC, DLA, the Army's Combined Arms Support Command, and Joint Staff J3 and J4 for joint publications development. This work was used for input to JP 3-0, "Doctrine for Joint Operations; " JP 3-07.5, "Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations;" and JP 3-35, "Joint Deployment and Redeployment Operations." It was also used for JP 4-01.4, "Joint Theater Distribution; " JP 4-01.8, "Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration," JP 4-07, "Joint Tactics, Techniques, and Procedures for Common User Logistics During Joint Operations; " JP 4-09, "Joint Doctrine for Global Distribution; " and Chairman of the Joint Chiefs of Staff Instruction 3020.01, "Managing, Integrating, and Using Joint Deployment Information Systems." Additionally,

### USTRANSCOM Initiatives

the unit-level FPI provided data for development of course materials covering the joint and service deployment/redeployment and RSOI processes to Army, Navy, and Marine Corps schools. The JDDPI, the Force Projection Working Group, and GCCS requirements groups received baseline information, updated recommendations, and suggested improvement areas.

JTCC also supported geographic CINCs by completing a theater distribution analysis report for USEUCOM, a similar report for USPACOM, and is currently conducting a review for the USCENTCOM. The theater distribution effort is linked to the OSD JLWI. The first linked initiative included JTCC development of process maps and narratives for the As Is USCENTCOM theater distribution processes. Overlaying the results from the three major geographic warfighting CINC processes will provide a template for analytical modeling and development of standard global theater distribution processes; the results will be imbedded in JP 4-09, "Joint Doctrine for Global Distribution."

#### Mobility Systems Upgrades

During FY00, USTRANSCOM and the TCCs played a key and active role in the DOD Mobility Requirements Study 2005 process. This study will lay the future foundation for our strategic mobility system for the year 2005 and will influence budget submissions for FY02-07. Using advanced modeling techniques inherent to simulation models embedded in the AMP, the USTRANSCOM team provided end-to-end (source-to-destination) mobility analysis at a high level of fidelity. This effort marked the first time a study of this magnitude had been modeled and analyzed in such depth. Our goal for MRS 05 was to determine the lift requirements needed to support the National Military Strategy for the 2005 time period. Results of the study would then be used to support decisions on funding for airlift modernization as well as sealift and infrastructure improvements needed to support the full scope of operations of the warfighting CINCs. The MRS 05 was completed in December 2000.

We continued our partnerships with USEUCOM and USPACOM to solidify en route basing and routing strategies. We shared with NATO our analysis that points to a requirement for that organization to improve its airlift mobility infrastructure at the two bases where the US already has a presence. As a result of USTRANSCOM/AMC analysis, infrastructure improvements to create an airlift mobility hub at Ramstein AB will be accomplished with NATO support. Similar support from NATO for requirement airlift mobility improvements at Naval Station, Rota is currently being pursued.

The USTRANSCOM/USPACOM Pacific En route Infrastructure Steering Committee progressed on the en route airlift and sealift strategies for flowing forces to northeast Asia. The USTRANSCOM Joint Petroleum Office played an important advocacy role in strategic mobility through its membership on DLA's Installation Planning Review Board. The JPO is our primary insurer of worldwide fuel support - both infrastructure and inventories - for our mobility operations.



USTRANSCOM - Aggregate Performance Data



**USTRANSCOM - Aggregate Performance Data**

**Performance Data**

The data within this section describes aggregate cargo and passenger movement throughout the DTS for FY00. 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: Passenger and Cargo. Cargo can be broken down further into either breakbulk (measured by weight) and container (measured by volume). The table provided here 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 cubic feet = 1 M/T
- 1 TEU container = 20.1 M/T

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

- 2,000 pounds (lbs) = 1.00 S/T
- 1 long ton (L/T) = 1.12 S/T

**USTRANSCOM FY00 Cargo Data**

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

**USTRANSCOM - Aggregate Performance Data**

USTRANSCOM Volumetric Cargo (by program):

	<u>FY99</u>	<u>FY00</u>
MTMC Port Operations	4,964,653	4,170,815
MTMC Liner Ocean Transportation	4,090,053	4,835,153
MSC Cargo Program	1,136,613	739,770
MSC Fast Sealift Program	551,792	33,805
MTMC Global POV Contract	<u>559,896</u>	<u>807,416</u>
Totals (M/Ts)	11,303,007	10,586,959

USTRANSCOM Volumetric Cargo (by customer):

	<u>FY99</u>	<u>FY00</u>
Army	3,973,286	3,260,200
Other	1,914,601	2,364,977
Navy	1,333,984	555,845
AAFES	1,158,631	1,265,471
DeCA	762,238	809,244
Air Force	686,298	934,147
DLA	632,026	601,129
Marines	578,750	529,440
NEXCOM	<u>263,193</u>	<u>266,506</u>
Totals (M/Ts)	11,303,007	10,586,959

USTRANSCOM Volumetric Cargo (by commodity):

	<u>FY99</u>	<u>FY00</u>
General	4,325,630	4,269,763
Special	4,314,468	3,116,020
POVs	1,009,915	969,378
Ammunition & Hazardous Cargo	803,112	839,017
Subsistence	459,444	473,799
Household Goods	194,626	167,822
Unspecified	125,809	678,640
Aircraft	46,021	38,578
Bulk	17,788	27,196
Reefer	<u>6,194</u>	<u>6,746</u>
Totals (M/Ts)	11,303,007	10,586,959

USTRANSCOM Weight-Measured Cargo (by program):

	<u>FY99</u>	<u>FY00</u>
MSC POL	6,954,614	5,172,780
AMC Channel Cargo	<u>219,996</u>	<u>163,174</u>
Totals (S/Ts)	7,174,610	5,335,954

**USTRANSCOM - Aggregate Performance Data**

USTRANSCOM Weight-Measured Cargo (by customer):

	<u>FY99</u>	<u>FY00</u>
DESA	6,889,480	5,147,814
Air Force	136,171	76,354
Army	52,966	33,906
Navy	43,940	32,790
DLA	35,913	30,999
Other	9,824	10,029
Marines	5,267	3,922
GSA	854	0
Coast Guard	195	140
Totals (S/Ts)	<u>7,174,610</u>	<u>5,335,954</u>

USTRANSCOM Weight-Measured Cargo (by commodity):

	<u>FY99</u>	<u>FY00</u>
Thermo Stable	2,881,732	2,292,973
Diesel Oil	2,026,338	1,615,981
Jet Fuel Oil #5	1,754,737	1,135,520
Kerosene/Gasoline/Solvents	99,270	128,306
Other (Parts, mail, equip, etc)	412,533	163,174
Totals (S/Ts)	<u>7,174,610</u>	<u>5,335,954</u>

**USTRANSCOM FY00 Passenger Data**

USTRANSCOM Passenger Movement (by program):

	<u>FY99</u>	<u>FY00</u>
AMC Passenger Movement	335,162	338,372
JOSAC	287,977	293,553
GPMRC	12,018	9,290
Totals (Passengers)	<u>635,157</u>	<u>641,215</u>

USTRANSCOM Passenger Movement (by customer):

	<u>FY99</u>	<u>FY00</u>
Navy	198,993	170,401
Army	188,065	205,588
Air Force	157,757	176,594
Marines	48,395	49,797
Other (Includes GPMRC)	41,947	38,835
Totals (Passengers)	<u>635,157</u>	<u>641,215</u>

## USTRANSCOM - Aggregate Performance Data

### USTRANSCOM Joint Operational Support Airlift Center Data

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 in wartime. JOSAC uses a central pool of 265 DOD aircraft, stationed at 101 locations throughout the United States. This incorporates 59 Air Force, 18 Marine, 51 Navy and 137 Army aircraft, including the C-12, C-21, UC-35, C-38, C-9, C-20, C-22, C-23, and C-26. While USTRANSCOM administers JOSAC, these missions are not funded by the TWCF. Each military service pays the costs associated with operating its aircraft.

JOSAC cargo and passenger data

**"Slightly more than half of all personnel moved on OSA missions were in the Navy, while approximately one-quarter were in the Army"**

JOSAC scheduled 77,668 missions during FY00, 30 percent of which were joint missions. These joint missions demonstrate the benefits of using a central pool for OSA aircraft since JOSAC schedules all missions according to the priority of the request for support, 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 FY00, 364,117 DOD passengers were moved of which 70,564 took advantage of space available movement. Additionally, 5.34 million pounds of cargo was also moved. Slightly more than one-half of all personnel moved on OSA missions were in the Navy, while approximately one-quarter of all personnel were in the Army.

JOSAC performance data

During FY00, JOSAC received 39,225 requests for airlift. Of these, 32,300 were supported at 82 percent. 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 108 requests for priority 1 airlift in FY00. Priority 2 missions are reserved for required use airlift or airlift requests with compelling operational considerations that make commercial transportation unacceptable. JOSAC's goal is to support 90 percent of all priority 2 requests and for FY00, 10,398 of 10,977 were flown for a 95 percent support rate. Priority 3 missions are flights that are more cost-effective than commercial airlift or are requests added to previously scheduled missions. Of 28,140 requests, 21,794 were flown for a 77 percent support rate, exceeding JOSAC's goal of 50 percent.

Additional JOSAC Data: 129,096 passengers were USN, 97,144 passengers were USA, 37,650 passengers were USAF, 27,431 passengers were USMC requests, and 72,796 were Space A and miscellaneous government agency personnel.

**USTRANSCOM - Aggregate Performance Data****Global Patient Movement Requirements Center Data**

GPMRC is the central coordination center for all patient movement requests from both OCONUS and from within CONUS. During FY00 approximately 9,300 patients were evacuated. 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. Since December 1999, GPMRC has continuously supported the Theater Patient Movement Requirements Center in Europe by providing a personnel augmentation package of flight nurses, duty officers, and mission specialists. Typically, rotations are sixty to ninety days and include personnel from both the active duty component and the Joint Transportation Reserve Unit. GPMRC is also the 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 field 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 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. It uses business-like cost accounting to determine a total cost of a business activity. The TWCF is USTRANSCOM's primary source of operating and capital investment funding. The TWCF is modeled after private industry. 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, TWCF is financed through the payment of rates, by customers for transportation services performed, e.g., movement of passengers and cargo, rather than direct appropriation of funds. Exceptions to this general rule are mobilization (readiness) costs that are funded by direct appropriation through the TCCs' associated military service. 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 under utilized during normal peacetime operations.

#### The Rates: Development

The TCCs develop and propose the TWCF rates that are charged to customers and, once approved, these rates remain fixed during the year of execution. Because rates are established about 18 months prior to execution and remain fixed, they are known as stabilized rates. 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. In turn, this policy also reduces disruptive fluctuations in planned TWCF workload levels and thereby permits more effective use of DTS resources. Rates are established to recover projected costs at a predetermined workload and are directly affected by the accuracy of cost and workload estimates, both of which can change dramatically over the 18-month budget lead-time. 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 FYs with the intent of achieving a zero

## USTRANSCOM Financial Summary - TWCF

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 costs (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 given business area, these costs are fixed in the budget year and are known as fixed costs.

"In FY00, the TWCF realized operating revenue of \$4,166.3M and costs of 4,125.9M."

When rates are set, these fixed costs are spread over workload. As workload estimates increase, a smaller proportion of the fixed costs are 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. 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 the 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 the commercial service obtained.

### The Rates: 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.

### The Rates: Application

FY00 NOR was estimated at \$32 million in the FY01 presidents budget. The actual FY00 NOR was \$41 million, creating a favorable variance of \$9 million.

### 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 to take into account the profit or loss from the FY00 NOR. This is calculated by subtracting the costs from the revenue collected by the TCCs. 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 the organic fleet or to buy commercial services. These costs tend to fluctuate with the demand for transportation services. Our personnel costs are 7 percent with more than one-half of this being expended in direct support of providing transportation for our customers. The remaining 12 percent are infrastructure costs. Our challenge is to reduce



**USTRANSCOM Financial Summary - TWCF**

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 generally cannot be controlled, such as commodity inflation in the transportation arena (e.g., fuel, stevedoring services, leased equipment) or costs 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. A detailed breakdown of TWCF costs can be found within Appendix B: Financial Data Supplement.

**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. During FY98, USCINCTRANS instituted monthly reporting and teleconferences to further increase our effort to aggressively attack these primary cost drivers. USTRANSCOM has continued the cost drivers' briefings this year with its component commands and DFAS. The intent to strengthen the partnership between the financial and operations communities has resulted in faster reform and improvements in operating procedures. From FY94 to FY00, USTRANSCOM and service productivity initiatives/cost avoidances and organizational streamlining efforts have resulted in savings of over \$930 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 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 FY00 with financial management initiatives designed to improve 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 the 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 a Policy Division to manage budget and accounting policy issues for the TWCF. The Policy Division created a financial policy library, located on the USTRANSCOM business page <http://business.transcom.mil>, to facilitate dissemination and easy access by all to policy information. The library contains a compendium of transportation financial policy documents issued by USTRANSCOM and a variety of other sources, as well as links to other research tools. As documents and decisions accumulate, the site will evolve to include a set of financial standard operating procedures.

**USTRANSCOM Financial Summary - TWCF**

USTRANSCOM/TCJ8 hosted an accounts receivable workshop with the Office of the Under Secretary of Defense (Comptroller), the TCCs, Defense Finance and Accounting Service-Denver, and DFAS-Omaha to reduce accounts receivable to a goal of \$400-\$450M, which is approximately the value of doing business for 30 days. USTRANSCOM, the TCCs and DFAS signed a Memorandum of Understanding identifying specific items that require follow-up actions and the OPRs.

DFAS performed a front-end assessment to evaluate USTRANSCOM's accounting infrastructure. The DFAS study team documented its results and prepared a plan that provided prioritized actions to improve TWCF reporting, accounting and control. The front-end assessment recommended systems enhancements for MTMC and AMC, additional manpower for USTRANSCOM, AMC and DFAS-Omaha, and a follow-on assessment of MSC after the Oracle Financial Management System has been operational for at least 90 days.

On Sept. 14, 1999, USTRANSCOM established a Transportation Financial Management System Program Management Office to provide a centralized focus over transportation financial system development activities to implement a financial management system capability by June 2002 and to 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. A planning conference held March 2000 with key players from USTRANSCOM, the TCCs and DFAS was followed by an extensive requirements definition effort which was validated in July. Currently, efforts are beginning at AMC to add data to the new Air Force Operations Tempo system with the plan to use this information as a source for the TFMS system.

MSC developed the Oracle financial accounting system to improve their financial reporting for the working capital funds that support the Navy and USTRANSCOM. Senior management from USTRANSCOM, DFAS, Navy and MSC formed the executive steering group to oversee the development of the system and monitor specific transportation accounting initiatives. The system was implemented July 2000.

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 the U.S. Bank's PowerTrack system to streamline, automate and integrate the documentation, billing and payment of transportation services. In FY00, USTRANSCOM transitioned from government-unique to commercial documentation for the movement and payment of transportation freight bills and reduced the use of Government Bills of Lading from an average of 65,000 per month paid in 1999 to 2,300 in November 2000. This resulted in a reduction of 97 percent in the DFAS transportation payment invoices.

Air Mobility Command Initiatives/Performance/Financial Summary



## 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

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

Aircraft	FY99 TAI	FY00 TAI	Net Change
C-5	AMC: 73	73	0
	ARC: 45	45	0
C-17	AMC: 54	66	+12
	ARC: 0	0	0
C-130	AMC: 92	92	0
	ARC: 315	329	+14
C-141	AMC: 90	56	-34
	ARC: 60	63	+3
KC-10	AMC: 59	59	0
	ARC: 0	0	0
KC-135	AMC: 192	192	0
	ARC: 293	292	-1

With fewer forces permanently stationed overseas, the United States must focus on maintaining 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 nation's strategic airlift requirements and has the significant ability to carry both oversized 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-engining, and Avionics Modernization Program.



## Air Mobility Command Initiatives/Performance/Financial Summary

### C-130 Hercules:

As of Oct 1, 2000, the C-130 Hercules fleet totaled 700 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.

A C-130 tiger team recommended USAF acquire 150 C-130J-30s (stretch version) beginning in FY02 to replace the C-130Es with critical structural problems. The team also recommended modifying the remaining C-130 aircraft in three phases, resulting in a common C-130X configuration meeting GATM and Air Force Navigation and Safety Master Plan requirements. Implementation of the C-130J-30 and C-130X programs will ensure the United States combat delivery capabilities 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 Oct 1, 2000, the Air Force has accepted delivery of 66 C-17s, with delivery of the last aircraft in the 120



multi-year buy scheduled for FY05. The highly capable C-17, though few in number, is widely recognized throughout the world due to its role in U.S. military deployments and humanitarian missions over the past few years.

### KC-135 Stratotanker:

Finally, AMC continues to modernize KC-135 cockpit avionics through the Pacer Compass, Radar, and Global Positioning System program. In FY03, GATM modernization effort began, 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

## Air Mobility Command Initiatives/Performance/Financial Summary

ground maintenance time for installation. About 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.



### 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.

#### Tunner:

With 133 of 318 currently operational, AMC continues to field its newest loader, the Tunner. The Tunner, with its 60,000-pound loading capacity, will replace the 1960s-vintage 40,000-pound loaders as well as 75 percent of the old Wide-Body Elevator Loaders currently in use. The Tunner has an uncommon ability to interface with all aircraft types, loading cargo via the tailgate or a side cargo door. Final delivery is scheduled for 2004.



**Next Generation Small Loader:** The Next Generation Small Loader is the next essential equipment upgrade. NGSLs will replace the oldest small aircraft loaders now in use as well as the remaining WBELs. The NGSL, deployable via a single C-130, will complement the Tunner, providing the ability to load or offload up to three pallets per pass. In June 2000, FMC Corporation of Orlando, Fla., was awarded a production contract to build 264 NGSLs.

## Air Mobility Command Initiatives/Performance/Financial Summary

### 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 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. Three improvement initiatives with particularly noteworthy results this year are the Theater Deployable Communications network, GATES, and the mobility related improvements to the Air Force Mission Support System.

#### Theater Deployable Communications:

USTRANSCOM is currently receiving the TDC network, a suite of communications equipment capable of being deployed on short notice and able to provide the same basic voice and data services that are available in the fixed-base environment. This 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, McGuire and Travis Air Force Bases and two service interface hubs at McGuire and Scott AFBs. These suites improve USTRANSCOM's rapid deployment capabilities by enabling deployed personnel to communicate more quickly and efficiently in bare-base and austere environments. This ability was demonstrated for the first time during Bright Star 99 and a further leap forward was demonstrated this year when a TDC suite, incorporating the Downsized Deployable Terminal, was successfully deployed from Travis AFB to Thailand in support of port operations during Cobra Gold 00 exercise.

The interface hubs at McGuire and Scott AFBs, operated by the 305th Communications Squadron and the 375th Computer Systems Squadron respectively, provide connections into the DISN, enabling deployed personnel to access command systems such as the Global Command and Control System and Command, Control Information Processing System, and regular Internet services. Upon full activation of the McGuire hub in FY01, the TDC network will provide AMC the capability to support communications requirements of a small initial deployment in both the European and Pacific theaters.

#### 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: Headquarters On-line System for Transportation, PRAMS and CAPS II. By replacing HOST, PRAMS, and CAPS II functionality, GATES provides our command and aerial port users seamless sharing of information in one system. This integration has improved data integrity and report generation by reducing translations handling and

## Air Mobility Command Initiatives/Performance/Financial Summary

introducing single point for data storage.

GATES is an improvement over the 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. GATES provides AMC, USTRANSCOM, and its commercial partners with an automated management and tracking system to support transportation functions during peacetime and contingency operations.

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.

### Air Force Mission Support System:

The mission planning process for all airlift/air refueling missions begins well before the aircraft leaves the ground, and is done at several planning, tasking and executing levels, from the supported warfighting theater, to USTRANSCOM, to AMC's TACC, to the unit and aircrew flying the final mission. At each level, the information and detail required differs, so planning tools must be designed and tailored with the requirements in mind. AMC uses two complementary systems, AFMSS and ACFP.



AFMSS is the umbrella name of three planning systems primarily oriented to the individual user. The system used by AMC is the Portable Flight Planning Software. This is a suite of applications providing users complete planning tools. These tools include 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 air drop, air refueling and air tasking order breakout. One other capability that is gaining even greater importance is aviation databases. Our AMC specific software will create worldwide databases of



## Air Mobility Command Initiatives/Performance/Financial Summary

aeronautical data 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 reducing 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. Just as important, these databases will comply with GATM requirements, ensuring our AMC aircraft are compliant with various host nation requirements.

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 multitudes of Internal 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 about \$19 million 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.

Automated flight planning provided by AFMSS/ACFP enhancements will improve the efficiency and effectiveness of AMC aircrews and aircraft. Well-planned missions avoid unnecessary fuel costs, increase available cargo or fuel payloads, and maximize USTRANSCOM's air movement capabilities. With continually improving mission planning programs, crew and aircraft capabilities are maximized to support national objectives.

### More Information Upgrades-Intelligence

Another critical information enabler is intelligence, particularly the processes by which intelligence information is distributed and used to support mobility missions. While intelligence information supporting a mission almost always exists, and usually in great volumes, getting it to those who need it without overwhelming them presents a significant challenge. This year, AMC continued to improve its ability to acquire and use intelligence information with its Intelligence Collaborative Environment and digital Isolated Personnel Report initiatives.

### Intelligence Collaborative Environment:

Under the ICE initiative, AMC issued its unit level intelligence staffs laptop computers, printers, secure data devices and a myriad of other equipment to empower the AMC intelligence effort. This equipment provides the unit staffs with access to a near real-time database, map and imagery servers. It decreases a unit's systems administration burden by shifting it to the headquarters where the support infrastructure already exists. The ICE concept produced a paradigm shift in the approach to unit level intelligence. As such, the Air Force standard intelligence workstation - the Theater Battle Management Core System now differentiates between unit level intelligence and Air Operations Center level intelligence. Web-enablement

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

goes a long way toward realizing the AMC goal of meeting the intelligence analysts' information needs from desktop computers.

Although hardware is a key element, ICE is not so much about hardware as it is a better way of doing business. ICE empowers the AMC intelligence professionals to build upon foundational personal computing experiences to move beyond the routines of the intelligence business by providing tools that can be continuously tailored to support the warfighters. ICE applies cutting edge technologies in video teleconferencing, application sharing, networking, and analysis in order to securely deliver tailored, accurate information to the people who need it, when they need it.

One key element of ICE that performed superbly in 2000 is the Deployable Intelligence Support Kit. DISK proved its value by enabling intelligence analysts to access theater and national intelligence databases from bare base locations. Also, analysts provided unprecedented support to Tanker Airlift Control Element and Tanker Task Force commanders through DISK-access during deployments and exercises occurring in every region of the world.

**Digital ISOPREP:**

Combat Search and Rescue has long been a critical element of the nation's continuing commitment to its warfighters when they become isolated from friendly control. For CSAR forces engaged in recovery operations, the single most important piece of information needed comes from the isolated member's DD Form 1833 - ISOPREP. The authentication data from the ISOPREP is used to establish positive identification and is essential to the security and success of any recovery operation.

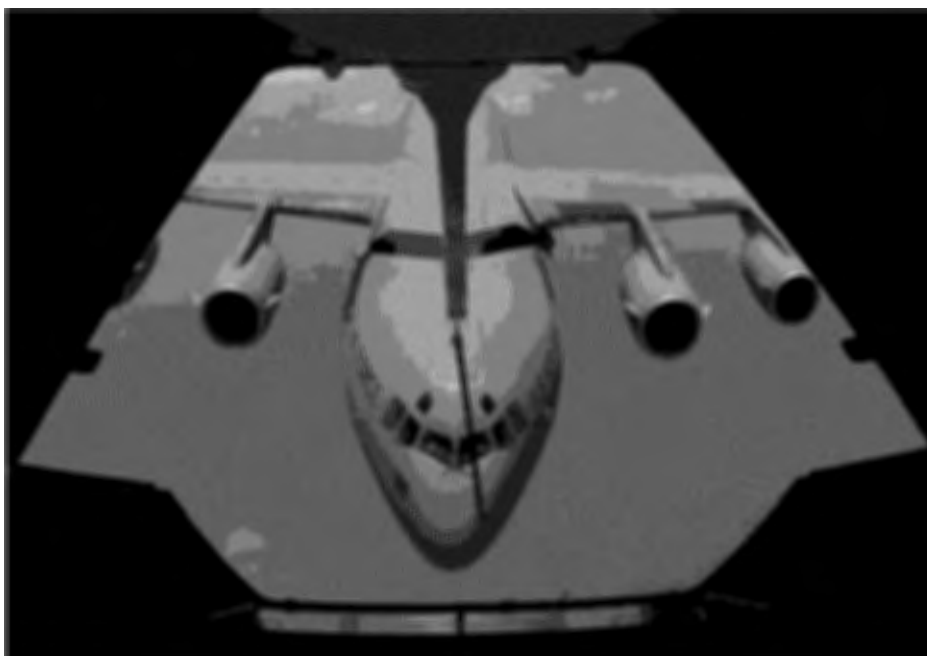
The processes required to generate, maintain, deploy and transfer ISOPREP cards are cumbersome, time intensive and out of step with current technology. The most significant improvement to the overall process since WWII has been the advent of readily available secure fax machines in the early 1990s. Lessons learned during Operation Allied Force in 1999 reaffirmed this knowledge and also brought to light new complications introduced by the AEF concept.

In response, AMC initiated the AMC Digital ISOPREP initiative. Developed from standard commercial database software and organically developed Web interfaces, the initiative stores ISOPREP information, including identification/authentication data and photos, in a secure digital database. Not only does the initiative greatly simplify maintenance of ISOPREP data, but it also makes that data instantaneously available worldwide via secure e-mail. The ultimate benefit is a drastic decrease in the time between an aircrew bailout or forced landing in hostile territory and receipt of all critical data by the Rescue Coordination Center and Joint Search and Rescue Center.

Command-wide implementation of the digital ISOPREP initiative began in June 2000. The Joint Personnel Recovery Agency, DOD's executive agent for all personnel recovery issues, has validated the initiative and advocated

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

its use as an interim capability. JPRA is managing the development of the end-solution, the Personnel Recovery Mission Software, which embeds a digital ISOPREP within an overarching system for personnel recovery mission management. AMC has invested great effort to ensure that its system will easily migrate to PRMS when it becomes fully operational sometime in CY02. In the meantime, other Air Force Major Commands are beginning to investigate the AMC initiative for their own use.



## 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>
Contingency	42,089	14,450
Channel Cargo	40,714	40,408
Training	39,731	39,062
SAAM	24,334	30,924
JCS Exercise	<u>9,748</u>	<u>8,453</u>
Totals (flying hours)	156,616	133,297

AMC Channel Cargo (by Customer):

	<u>FY99</u>	<u>FY00</u>
Air Force	71,035	51,388
Army	52,966	33,906
Navy	43,940	32,790
DLA	35,913	30,999
Other	10,873	10,169
Marines	<u>5,267</u>	<u>3,922</u>
Totals (S/Ts)	219,994	163,174

AMC Channel Cargo (by Commodity):

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

AMC Total Passengers (by Program):

	<u>FY99</u>	<u>FY00</u>
Patriot Express	256,399	262,132
Organic Lift	66,172	65,984
"Combination" Lift (Cargo/Pax)	<u>12,591</u>	<u>10,256</u>
Totals (Passengers)	335,162	338,372

AMC Patriot Express Passengers (by Region):

	<u>FY99</u>	<u>FY00</u>
USEUCOM	108,174	101,868
USPACOM	96,219	96,185
USCENTCOM	32,889	44,296
USJFCOM	15,375	18,588
USSOUTHCOM	<u>3,742</u>	<u>1,195</u>
Totals (S/Ts)	256,399	262,132

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

AMC Patriot Express Passengers (by Customer) :

	<u>FY99</u>	<u>FY00</u>
Air Force	113,777	125,322
Army	85,477	78,337
Navy	32,604	36,479
Marines	<u>24,541</u>	<u>21,994</u>
Totals (Passengers)	256,399	262,132

AMC Organic Passenger Lift (by Customer) :

	<u>FY99</u>	<u>FY00</u>
Army	24,066	30,105
Air Force	22,188	16,540
Other	11,787	11,279
Navy	6,657	6,512
Marines	<u>1,474</u>	<u>1,548</u>
Totals (Passengers)	66,172	65,984

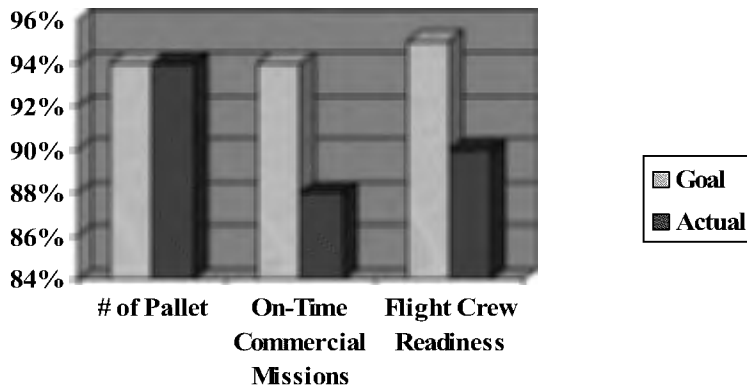
AMC Commercial Augmentation (by Business Area) :

	<u>FY99</u>	<u>FY00</u>
Channel Cargo	\$ 316M	\$ 386M
Channel Passengers	\$ 184M	\$ 200M
SAAM	\$ 115M	\$ 106M
JCS Exercise	\$ 82M	\$ 92M
Contingency	<u>\$ 66M</u>	<u>\$ 73M</u>
Totals (Cost)	\$ 763M	\$ 857M

**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 and on-time commercial missions declined slightly from last year. Flight crew readiness dropped from 95 percent to 90 percent due to low enlisted aircrew manning. UMMIPS data is no longer aggregated into a single measurement; therefore, it is not reported this year.

**FY00 AMC Performance Measures Goal vs Actual**



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

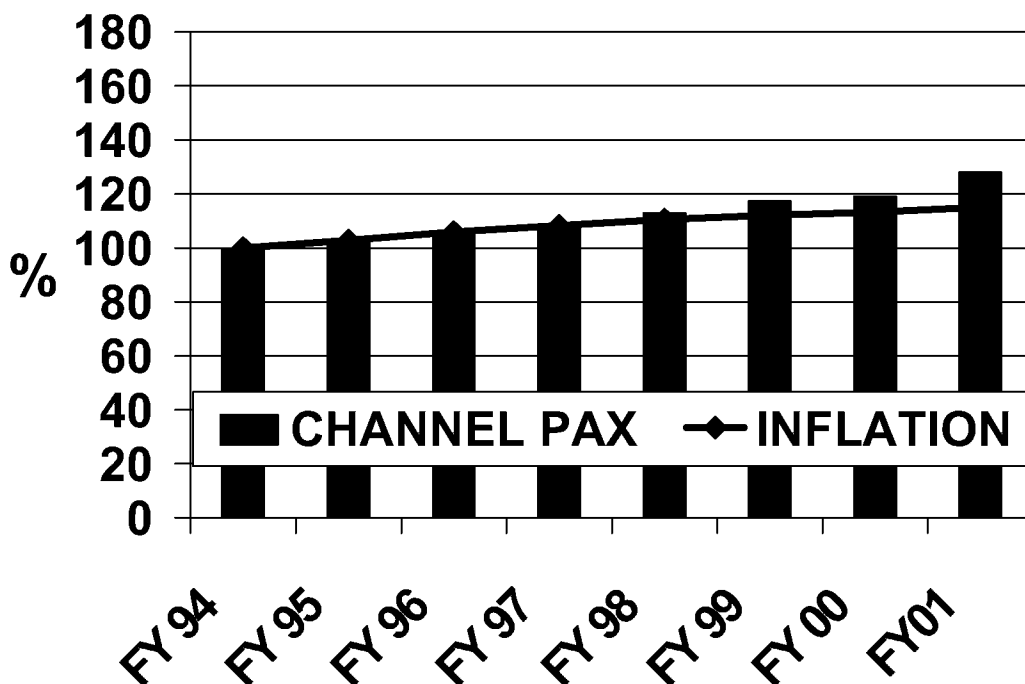
**Air Mobility Command Financial Summary: Rates**

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 the following budget year(s) ARA. AMC divides its billing rates into four areas:

**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 scheduled FY01 rate increase includes the anticipated impact of fuel price increases in the commercial sector, which were used as a basis for a competitive rate comparison.

**AMC Channel Passenger Rate Trends**

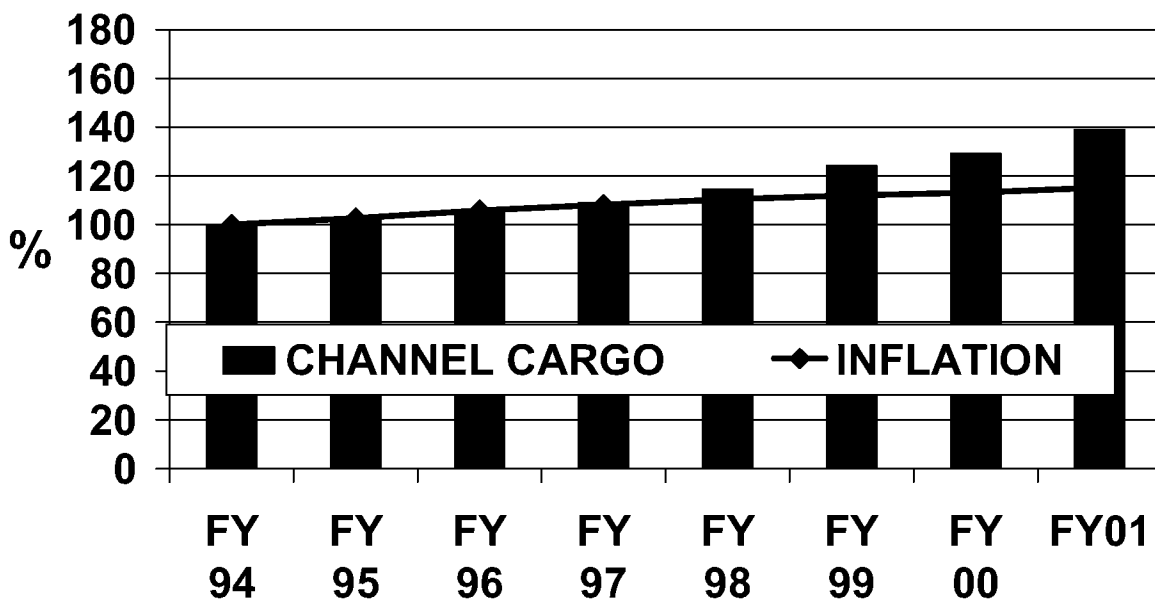


**Air Mobility Command Initiatives/Performance/Financial Summary**

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 scheduled FY01 rate increase includes the anticipated 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**



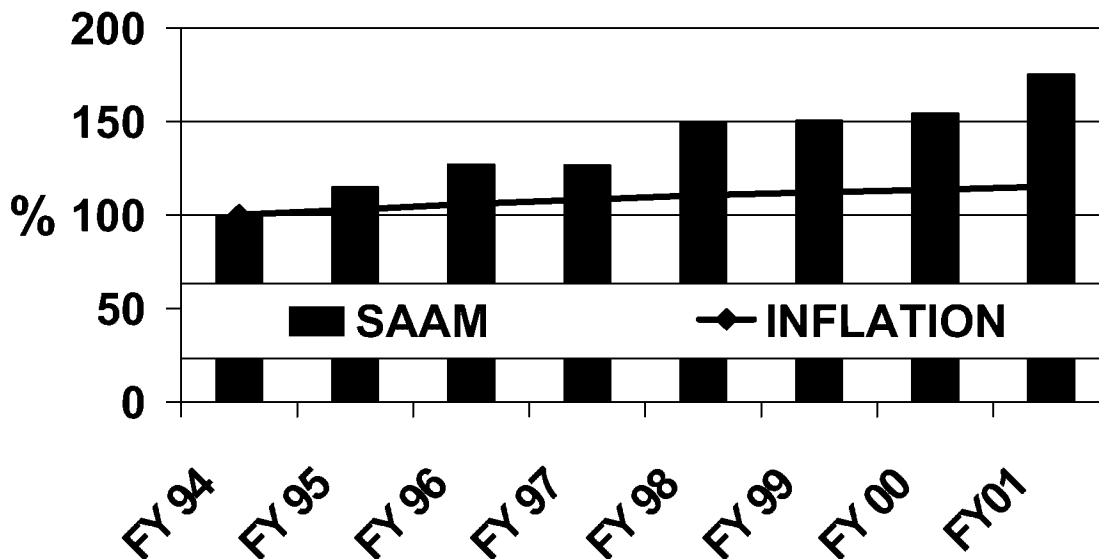
**Air Mobility Command Initiatives/Performance/Financial Summary**

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. 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. FY01 scheduled 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.

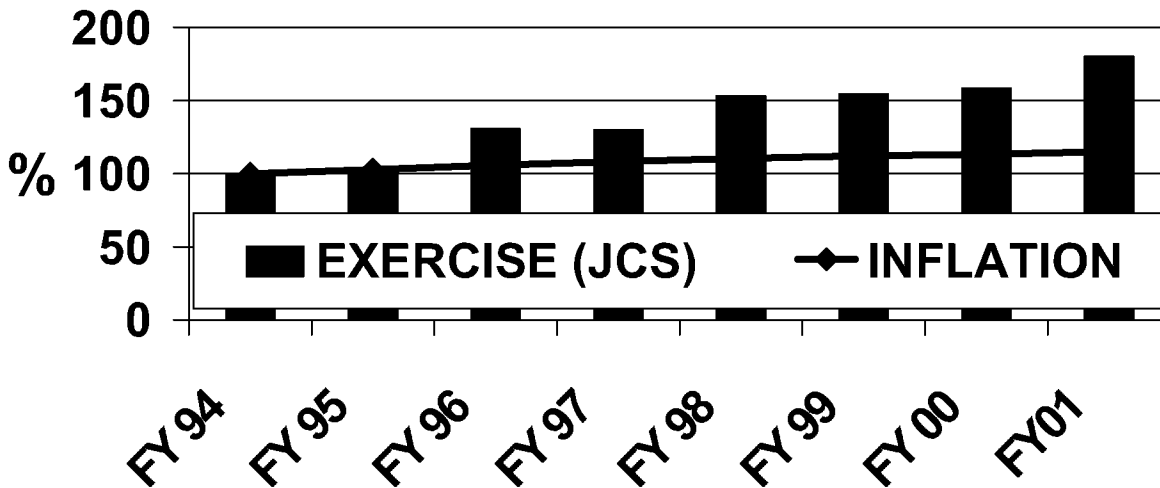
**AMC SAAM  
Rate Trends**





Air Mobility Command Initiatives/Performance/Financial Summary

AMC JCS Exercise  
Rate Trends



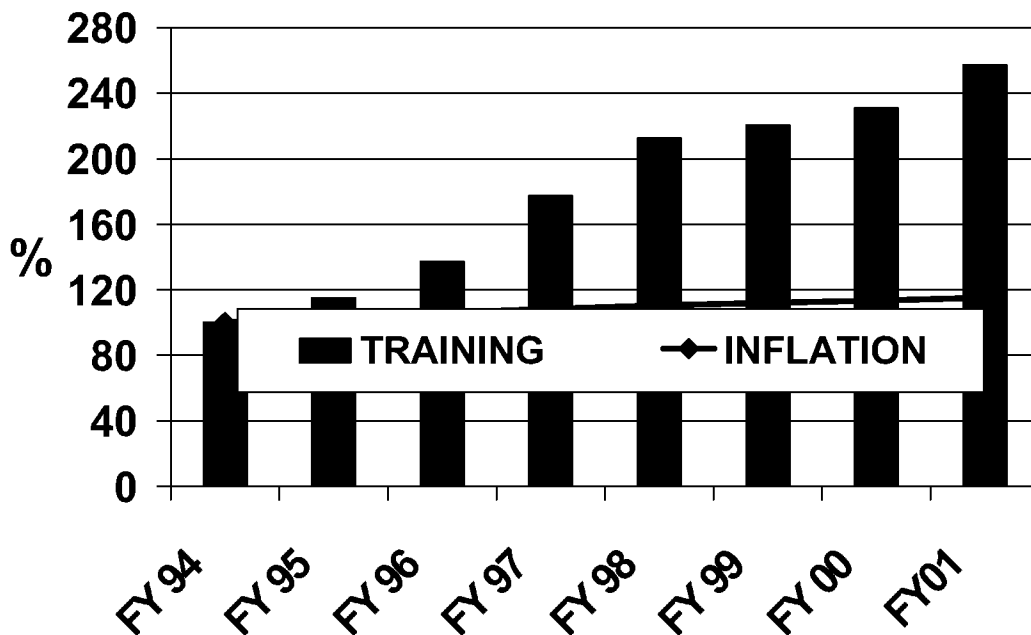
**Air Mobility Command Initiatives/Performance/Financial Summary**

Training

AMC/Air Force Reserve crew 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 91 percent of cost and aircraft mix. The scheduled FY01 training rate increase 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. Training rates are set at 100 percent cost recovery.

**AMC Training  
Rate Trends**

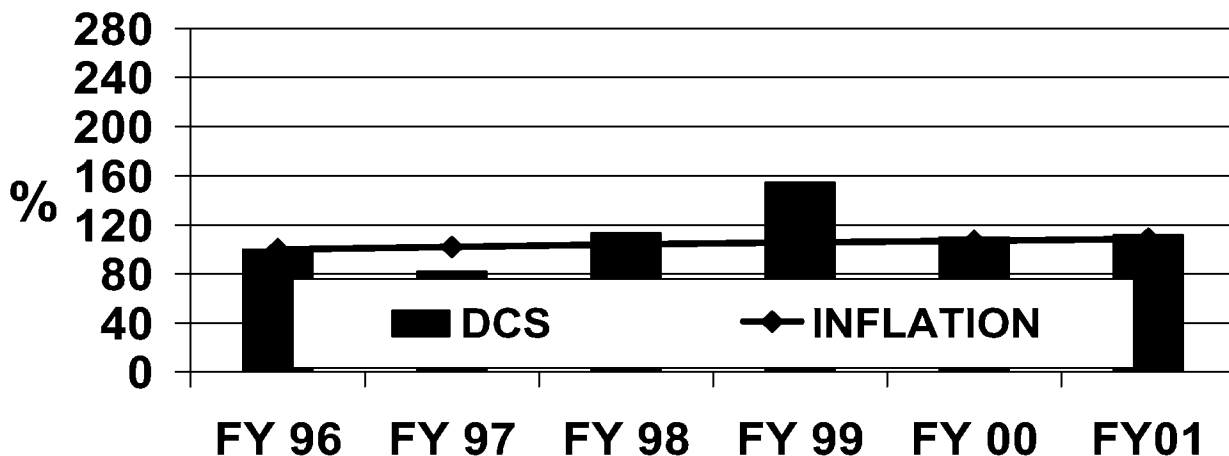


**Air Mobility Command Initiatives/Performance/Financial Summary**

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.

**AMC DCS  
Rate Trends**



FY00 NOR was estimated at a negative \$9M in the FY01 PB. The actual FY00 NOR is a negative \$21M, a decrease of \$12M. Customer workload decreases of 13 percent in channel cargo and 20 percent in SAAM/Exercise business areas decreased NOR by \$192M. Offsetting NOR increases of \$180M are driven by decreases in DLR, depot maintenance, and aerial port operation costs.

Military Sealift Command Initiative/Performance/Financial Summary



## Military Sealift Command Initiative/Performance/Financial Summary

### Military Sealift Command Initiatives

The MSC fleet contains about 110 active ships-28 Naval Fleet Auxiliary Force Program, 28 Special Mission Program ships, 35 Prepositioning Program ships and about 20 to the Sealift Program ship. Only ships in the Sealift Program ships and the Prepositioning Program (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 8 Fast Sealift ships and 5 Large Medium Speed Roll-on/Roll-off ships in reduced operational status and has access to a fleet of ships called the Ready Reserve Fleet.



At the end of FY00, the RRF had approximately 90 ships maintained in ROS by the U.S. Maritime Administration. When activated, these ships come under the operational control of MSC.

#### Sealift Program

MSC Sealift Program includes three project offices: Cargo (dry), Tanker (Petroleum Oil Lubricants), and Surge (government-owned ships that supplement the Cargo and Tanker Projects for exercises, contingencies, and war). Dry cargo is measured by volume in M/Ts. MSC dry cargo is shipped by a mix of commercial and Government-Owned, Contractor-Operated lift. All liquid cargo shipments are conducted by commercial vessels under contract with MSC.

The Sealift Program meets the challenges of fiscal constraints with strategic planning and creative partnerships with customers. In FY00, MSC cargo ships delivered more than 773,000 M/Ts of cargo and 5.2 million L/Ts of petroleum products in support of U.S. forces worldwide. MSC 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, redeployment from Kosovo and two JLOTS exercises during FY00. 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 FSSs, LMSRs, or RRF ships are activated.

## 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 will add more than 250,000 square feet of sealift to the RRF. The fifth of seven scheduled conversions was completed in October 1999, and two more ships are scheduled for conversion by the end of 2001.

MSC plans to modify the four Lighter Aboard Ship vessels in the RRF. These vessels currently carry only LASH barges, but the ability to carry 20-foot containers in place of the barges will add versatility and help meet DOD ammunition requirements. The first Cape "F" modification to an ammunition container ship began in August 2000.

### 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.



FY00 saw the delivery of two more LMSRs into prepositioning service: United States Naval Ship Red Cloud and USNS Charlton. These ships were built under the new construction design requirements and join the USNS Watson, Dahl, Sisler 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 will carry 2,500 TEUs. These ships will replace the LASH ships that currently preposition Army ammunition.

### Industry outreach

To take maximum advantage of sealift capacity available in commercial industry, MSC implemented VISA in 1997. VISA implementation continued during FY00, building on the strategic partnership between the federal government and maritime industry. The VISA Executive Working Group, comprising DOD, Department of Transportation, and industry representatives, developed methods to pay carriers during contingencies. This increases the speed and effectiveness in activating VISA contracts. The group also developed a vision for contingency contracts.

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

MSC 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). MSC also works with MTMC, the USTRANSCOM component which 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 FY00 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 involving positioned ship off-loads and JLOTS live exercises. Small-scale JLOTS exercises were conducted in the Caribbean as part of Exercise Blue Advance in November 1999 and on the East Coast off Fort Story VA, in support of a NATO ministerial visit in June 2000, and most significantly, USTRANSCOM-sponsored Exercise Turbo Patriot 00 at Camp Pendleton CA, in September. This was the first major JLOTS exercise since 1993 and involved three RRF ships, an LMSR from MSC's surge fleet, and a commercial tug and barge.

MSC is teaming with other Services to improve JLOTS capabilities during less than favorable weather and higher sea state conditions. A new joint modular lighterage system causeway program, shipboard self-adjusting cranes, rapidly installed breakwaters and computerized shipboard ballast control are just a few of the new technologies being discussed to mitigate weather impact and provide rapid support to the warfighter. 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.



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

**Military Sealift Command Operational Data**

MSC Tanker Program:

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

MSC Tanker Program (by Customer):

	<u>FY99</u>	<u>FY00</u>
Defense Energy Supply Agency (DESA)	6,151,320	5,147,814
Air Force	<u>58,157</u>	<u>24,966</u>
Totals (L/Ts)	6,209,477	5,172,780

MSC Tanker Program (by Region):

	<u>FY99</u>	<u>FY00</u>
USPACOM	2,765,609	2,893,472
USSOUTHCOM	1,369,773	1,050,679
USEUCOM	1,116,791	56,026
USCENTCOM	559,723	1,119,346
USACOM	<u>397,581</u>	<u>53,257</u>
Totals (L/Ts)	6,209,477	5,172,780

MSC Cargo Program:

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

MSC Cargo (by Customer):

	<u>FY99</u>	<u>FY00</u>
Other	776,054	329,612
Army	698,169	285,586
Navy	124,447	89,151
Air Force	67,111	53,688
Marines	<u>22,624</u>	<u>15,538</u>
Totals (M/Ts)	1,688,405	773,575

MSC Cargo Program (by Commodity):

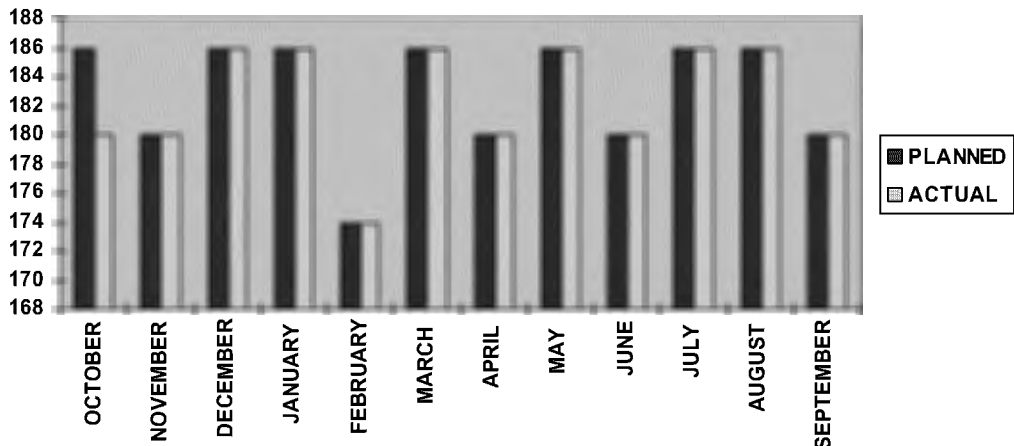
	<u>FY99</u>	<u>FY00</u>
Special*	1,179,767	412,340
General **	328,526	224,043
Ammunition	127,051	90,542
Aircraft	46,021	38,578
Reefer	6,194	6,746
Household Goods	175	233
Bulk	650	994
POVs	<u>21</u>	<u>99</u>
Totals (M/Ts)	1,688,405	773,575



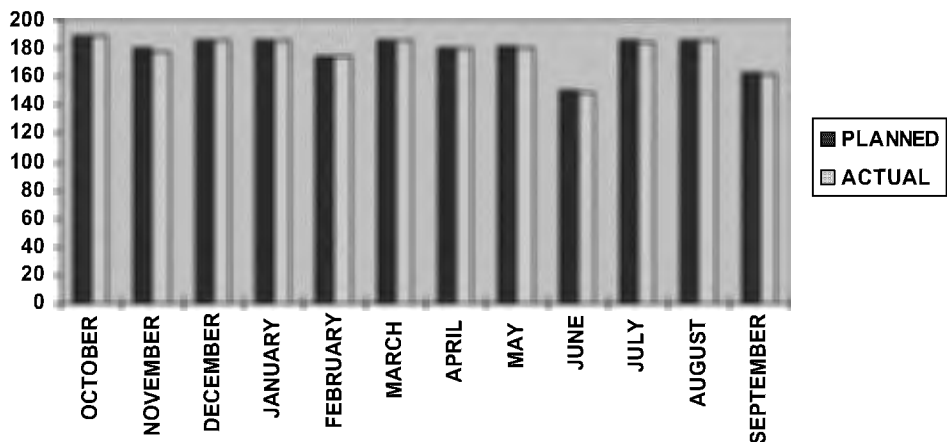
Military Sealift Command Initiative/Performance/Financial Summary

Military Sealift Command Performance Data

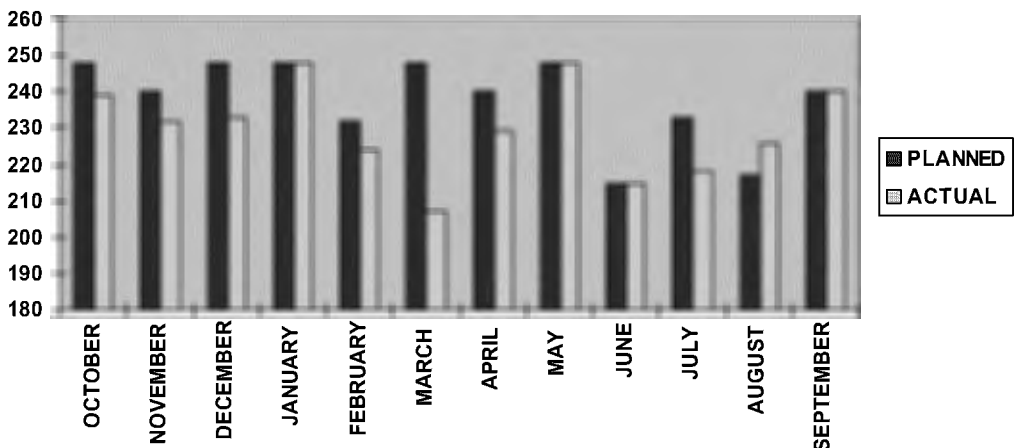
PLANNED VERSUS ACTUAL DAYS  
DRY CARGO FY 00



ACTUAL VERSUS PLANNED DAYS  
POL FY 00



FY00 FSS PLANNED AVAILABILITY DAYS  
VERSUS ACTUAL AVAILABILITY



Military Sealift Command Initiatives/Performance/Financial Summary

**Military Sealift Command Financial Summary: Rates**

MSC divides its billing rates into four areas:

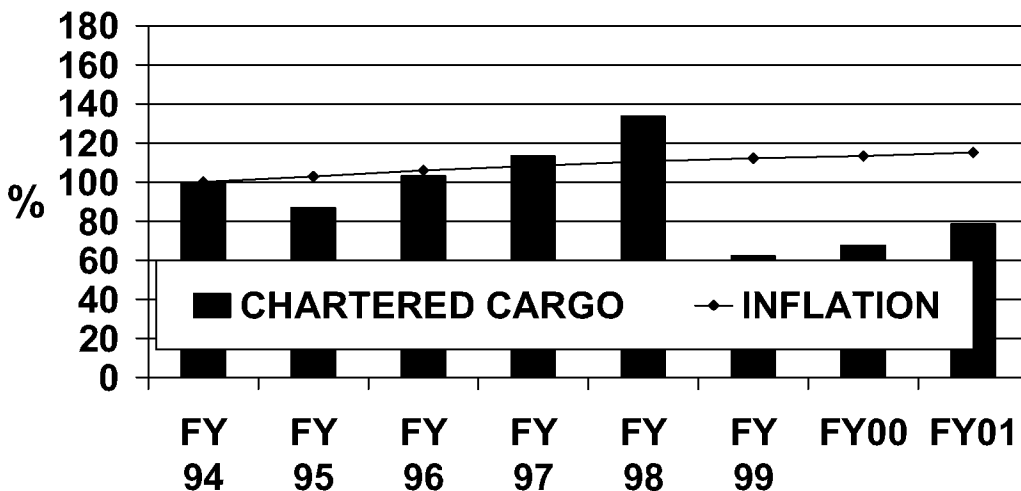
1. Chartered cargo
2. POL
3. Strategic surge
4. Non-Navy afloat prepositioning force

Chartered Cargo

Applies to MSC movement of cargo on chartered ships. Cargo that can not be moved on MTMC liner agreements is moved on these MSC chartered ships.

The FY00 chartered cargo rate increase represents a return to breakeven level after the large FY99 rate decrease (-53.4 percent) combined with the effect of providing formerly reimbursable services on a rated basis beginning in FY00. The scheduled FY01 rate increase is due primarily to the recoupment of the FY99 loss from Kosovo operations and increased fuel prices.

MSC Chartered Cargo  
Rate Trends



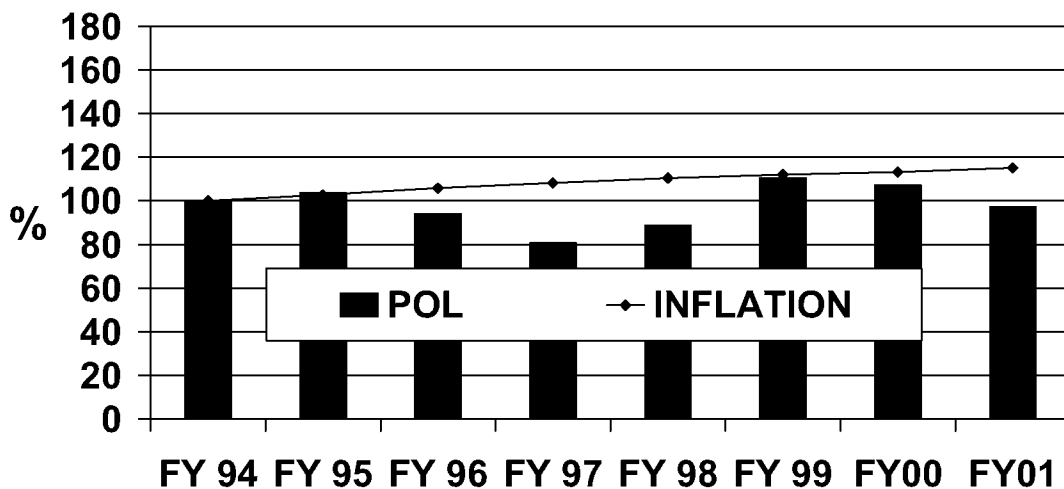
**Military Sealift Command Initiative/Performance/Financial Summary**

Petroleum Tankerships

MSC movement of DOD fuel. The Defense Energy Supply Agency is the customer of this output.

The FY00 POL rate decrease was a return from large prior year rate increases offset by an increase in overhead spread to POL after the transfer of JTMO to MTMC. Rate decrease in FY01 reflects a return of profits from unexpectedly profitable spot charters largely in support of Kosovo.

**MSC POL  
Rate Trends**



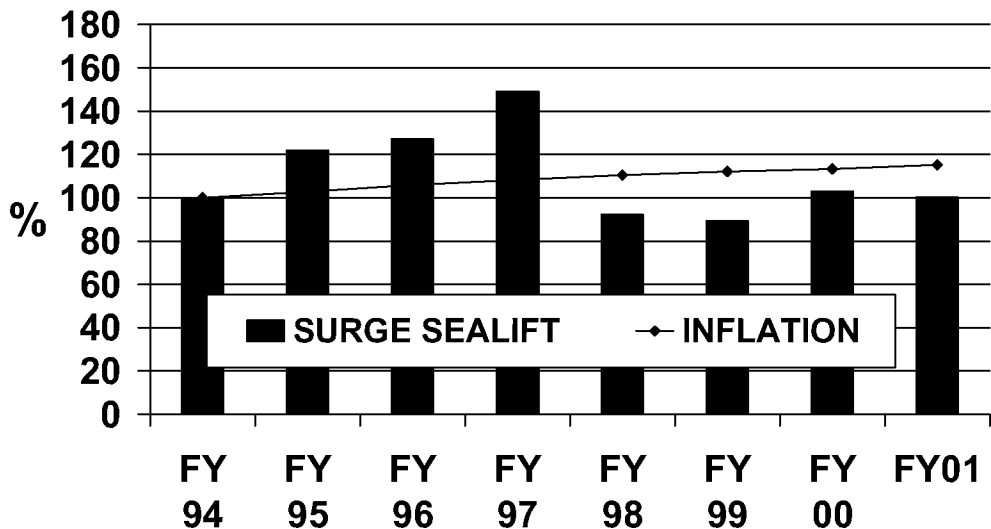
**Military Sealift Command Initiatives/Performance/Financial Summary**

Strategic Surge

Eight FSSs and five LMSR vessels comprise MSC surge fleet, kept in reduced operational status, and used by the JCS in support of exercises and for contingency operations. The Navy funds ROS costs, while the user pays incremental costs when vessels are activated for exercises or contingencies. JCS and Navy are the customers of this output.

The FY00 surge rate increase was due to the change in the mix of LMSR ships built by National Steel and Shipbuilding Company and the Avondale shipyard. FY01 surge rates are scheduled to decrease in order to return unexpected profits through FY00.

**MSC Surge  
Rate Trends**

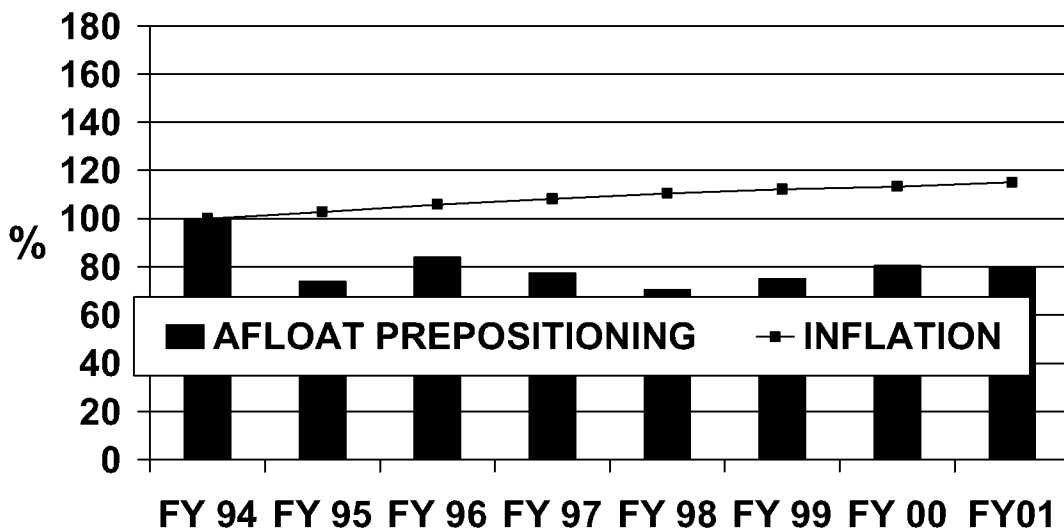


**Military Sealift Command Initiative/Performance/Financial Summary**

Non-Navy Afloat Prepositioning Force

MSC manages Army, Air Force, and DLA afloat prepositioned assets. FY00 Afloat Preposition rate increase is due to the cash surcharge offset by the LMSR ship mix change previously mentioned in the Surge program. FY01 rate decrease is a result of reduced costs, a decrease in the overhead applied to this output, and decreased vessel maintenance.

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



MSC FY00 NOR was estimated at a positive \$31M in the FY01 PB. The actual FY00 NOR is a positive \$32M, an improvement of \$1M. Increased POL Tankership workload, where rates are set above cost, improved NOR by \$13M. The improved NOR was offset by LMSR ship delivery changes which decreased NOR by \$12M.

Military Traffic Management Command Initiative/Performance/Financial Summary



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

### Military Traffic Management Command Staff Initiatives

During FY00, MTMC continued to improve its operations through internal reorganizations, outreach to customers and industry, and 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 9.8M M/Ts of cargo annually." MTMC moves approximately 9.8 million M/Ts of cargo annually.

#### Internal Reorganization

During FY00, MTMC continued the streamlining initiatives that it began the year before. The changes were proposed in early April by a working group of MTMC commanders and a study team from the Logistics Management Institute in McLean VA. Beginning October 1, 2000, the headquarters will reduce its organizational structure and support processes. At the same time, MTMC will standardize the military and civilian staffing at its 24 water ports.

Under the reorganization, all finance work will become the responsibility of MTMC Headquarters. The overall impact is the reduction of approximately 60 authorized positions, many in finance, personnel, and supply positions in the field transportation battalions. Economies of scale will allow MTMC's financial processes to be accomplished with no increase in personnel. The work includes manpower documentation, budgeting, and invoice processing.

#### Customer Outreach

During FY00, MTMC began the Consolidated Call Center initiative to consolidate the multiple MTMC help desks in order to improve customer service. The new CCC will employ the use of Customer Relationship Management software and advanced telephony integration. It will focus on understanding our customers and their needs by gathering accurate customer profile information and MTMC maintaining a corporate expert knowledge database. Summary reports will be available to identify systemic problems that can be proactively addressed. Rail and truck may be old modes of transportation, but MTMC is applying innovative approaches by using the CONUS Freight Management system to automate freight rating, routing, and movements within CONUS and Canada. As the central repository for carrier rates and shipper bills of lading information, CFM integrates with other systems, such as GTN and the Defense Transportation Tracking System.

During FY00, MTMC migrated CFM to the WorldWide Web, changed to using commercial bills of lading instead of government bills of lading, and continued integrating with PowerTrack, a third party payment system. CFM

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

closed out FY00 with the release of a new application, Small Package Express which provides DOD activities a single source for selecting and costing express CONUS air service carriers. As a government shipping system, SPE allows shippers to evaluate and select the "best value" express air service carrier, print all shipping documentation, track fund expenditures, and expedite carrier payment via PowerTrack.



### Industry Outreach

In FY00, JTMO continued its efforts to make the transportation processes more efficient and responsive to customers. The Optimum Benefit Negotiations Program, which considers commercial carriers' past performance, technical aptitude and cost competitiveness remains an important tool in the expansion of our Guaranteed Traffic Agreements resulting in more scheduled trucks. JTMO has also started the process to go to a paperless solicitation process in that area and is migrating towards converting those agreements to the Federal Acquisition Regulation.

### MTMC Flatcar Study

In September 1999, MTMC joined forces with the Association of American Railroads to conduct a study of the requirements for and availability of chain tie-down flatcars to support DOD deployment requirements. The study grew out of concern for the decreasing size of the commercial chain tie-down fleet and the expectation that the commercial industry would not replace these types of cars, critical for DOD deployments, when they reached their retirement age. The study group was tasked with finding an economically viable way to preclude critical shortfalls of these railcars during future deployments.

The joint Association of American Railroads-Military Traffic Management Command chain tie-down flatcar study proceeded on two parallel headings. Requirements were derived in conjunction with MRS05 developments while capability projections were tied to individual car owners' assessments of their fleets. The MRS05 requirements generated an increased initial, as well as maximum surge, requirement for chain tie-down flatcars identifying that shortfalls do exist. Determination by the major car owner, TTX Company, to extend the serviceable life of their fleet, while not eliminating the shortfall, did prevent the problem from becoming more severe in the near future. Deployment alternatives on how to address the shortfall ranging from increased convoy usage to DOD procuring additional railcars are being evaluated as study recommendation alternatives.

The study will help to define what MTMC needs to incorporate in developing assured access programs regarding chain tie-down flatcars. This will ensure that DOD will have ample and timely commercial transportation support during future contingencies.



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

## One-Time Only Movement Arena

Great improvements were realized in the One-Time-Only movement arena. Following a rock drill in March, the processing for OTOs was reduced from 35 to 12 days. Further improvements are being implemented to reduce that time even further. MTMC has also been involved in the development of the third version of the Universal Service Contract, to better serve our customers worldwide. Implementation of the new contract is scheduled for next year.

Finally, the Intermodal Equipment and Services Program supports the DOD through use of equipment lease and purchase programs. In FY00, MTMC's master lease contract agreement and stand-alone agreements resulted in the delivery of more than 10,000 assets (i.e. chassis, containers, etc.) for 210 different requests, while the purchase cell procured approximately 2,500 assets for 23 requirements. Specialty equipment was obtained for twelve major programs.

**Passenger and Personal Property Movements**

## Passenger Services

One of the Command's chief priorities is the lives and safety of Armed Service members and DOD employees traveling on official business. MTMC's Passenger Programs Division manages all aspects of travel services from Army commercial travel contracts to ground passenger service agreements.

## Surface Transportation Branch

During FY00, the Surface Transportation Branch continued to maintain reliable and timely passenger movements. Groups Operational Passenger System supports group movements for DOD passengers worldwide. This system transitioned to the World Wide Web during FY00 and provides a competitive bidding process to ensure the timely procurement of best value carriers. Large rotations to the 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 supports MTMC's commitment to our industry partners. As the special assignment airlift validator for the Army, missions to support DOD efforts in drug interdiction and humanitarian demining are processed by this branch. Our goal is to provide the top notch customer service DOD deserves, with best value transportation in a timely and cost effective method.

## Buses

For more than a decade, MTMC has reviewed van, limousine, and motor-coach carriers under the Military Bus Program. The carrier requirements for program approval surpass the Department of Transportation Federal Highway standards. Approximately 487 bus, van, and limousine carriers are approved under the Military Bus Agreement to transport DOD passengers.

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

The Branch monitors passenger company performance and compliance with the MBA and federal passenger safety standards. Surface Transportation's awards program acknowledges carriers for outstanding performance. Carriers who fall short of the DOD standards undergo Carrier Review Boards. Often, CRBs result in disqualification actions, placing carriers in nationwide non-use status until they meet the required safety standards. The section's number one goal is to provide the safest transportation to the customer and overall best value to the Government.

### Car Rentals

The US Government Car Rental Agreement underwent its 5th amendment to address non-U.S. based companies. The new amendment facilitates the process of doing business with foreign owned car rental businesses. Non-U.S.-based companies may be allowed to provide official business rental services if they abide by the agreement policies, have an English speaking representative, and use rental contracts written in English. MTMC has managed the car rental program since 1986 establishing agreements with CONUS-based car rental firms. During FY00, two non-U.S.-based companies joined the program.

### More Services

In August 2000, MTMC launched the U.S. Government Truck Rental Program. The program addresses the growing customer need for trucks to transport equipment for government conferences and meetings. Rentals under the program are not available for change of station moves, but for individuals moving government equipment for official purposes.

### Recruit Movement Branch

“The Passenger Standing Route Order Program was instrumental in the success of the DA Meal Check Program for recruits.”

The Passenger Standing Route Order Program was instrumental in the success of the DA Meal Check Program for recruits. The Mobility Entrance Processing Command/MTMC interface automation facilitates the process for issuing meal checks to support recruits en route to Basic Training. This process saved DOD 1.2 million dollars and allowed the recruits access to more vendors during their travel. The branch routed over 230,000 recruits during FY00.

### Travel Services Branch

The Travel Services Branch developed a new Army travel service contracts procedure, Revenue Recovery Fees. To date, the new initiative has saved the Department of the Army approximately 17 million dollars.

### MTMC Personal Property Pilot Program

The MTMC Personal Property Pilot Program includes 50 percent of the eligible outbound shipments from North Carolina, South Carolina, and Florida. In January 2000, MTMC exercised the first option year with 37 of the original 41 contractors. As of Sept 6, 2000, 15,199 shipments have been processed. Loss and damage claims are at 16.9 percent with \$806 as an

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

average cost per claim. Liability is based on full replacement protection, not depreciated value. Customer satisfaction for the months of May, June, and July 2000, is reported at 89 percent (baseline is 75 percent).

To facilitate oversight and management of this worldwide program, and to capitalize on automation, MTMC identified the need to develop an automated system to support this effort. Consequently, a Web database system was identified (designated Pilot Transportation Operational Personal Property Standard System) that meets the need for near real-time data. The contractors' performance scores are derived from the customer satisfaction surveys along with monthly claims reports, and transmitted via PTOPS to the Personal Property Shipping Offices. The PPSOs can then view the contractors' performance scores and acquire movement services based on past performance. Further, invoices are submitted via PTOPS to the Certifying Officer where they are certified for payment by DFAS.

The Full Service Moving Project is another DOD Household Goods program that will test outsourcing the function of arranging for military HHG moves. The key feature of the program is to hire multiple private companies to coordinate HHG moves of military families and provide relocation services. This project evolved from the Army test at Hunter Army Airfield GA, where Army applied the full service relocation process. With FSMP, the move manager is the single coordinator for the service member throughout the HHG moving process. The move manager assesses the member's needs and requirements and arranges, with a transportation provider, the movement of the household goods. The move manager integrates the member's relocation requirements and remains in contact with the member from origin counseling to destination delivery and throughout the claims process. Personal property services currently being provided at Hunter Army Airfield GA, are included in the pending FSMP solicitation. FSMP is the next level in the test and evaluation of contractor provided personal property services for armed forces personnel.

Navy Sailors Arranged Move Program provides service members an additional option to a traditional government move. Under SAM, the Service member has direct input into selection of the carrier moving their shipment. ITV is provided through the use of toll-free telephone numbers. Full value loss and damage protection is provided at no cost to the member up to \$72,000, and claims are settled directly between the carrier and the member. Carriers are paid through use of a government purchase card.

USTRANSCOM has been tasked by OSD to evaluate all the personal property pilots: MTMC's HHG Reengineering Pilot, DOD's FSMP, and the Navy's SAM Program. After completion of the evaluation, USTRANSCOM will recommend to OSD what the future Personal Property Program features will be.

**Information System Upgrades**

MTMC continues to enhance the Transportation Operational Personal Property Standard System. TOPS, a joint service DOD project, provides DOD traffic managers with an information management system for the movement and storage of personal property belonging to military and Coast Guard service

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

members and DOD civilians.

TOPS is both an electronic communications system and a comprehensive set of shipment management procedures. TOPS operates at over 332 sites worldwide, 24 hours a day. TOPS now incorporates the Defense Table of Official Distances to calculate payments for personal property movements. FY00 initiatives include a phased replacement of outdated equipment with state-of-the-art servers and workstations. The application software has been modified to enhance system security and correct software deficiencies.

TOPS now provides shipment data to the WPS and to the Financial Air Clearance Transportation System. There is also an ASN interface that provides information to USTRANSCOM that aids in predicting the arrival of personal property shipments at CONUS aerial ports. Current development efforts



will provide the user community with a fully operational system by the summer of 2001. The first module with new functionality will be fielded in December 2000.

MTMC's Electronic Transportation Acquisition suite is initiating efforts to include a small package express application. This will allow shippers to directly access a commercial small

package express carrier and book small package shipments through the CFM application.

A DOD initiative will replace all user logins and passwords with digital certificates by FY02. MTMC will offer digital certificates to its commercial partners during September 2000. MTMC is working towards improving network connectivity with its commercial partners through the implementation of the Electronic Commerce Network. This network provides commercial carriers with a commercial Internet path to the MTMC systems, offering potentially faster, more reliable service to our commercial customers while reducing traffic on the military network infrastructure.

In addition, MTMC is developing a Deployable Port Operations Center and Mobile Port Operations Center, to provide commanders with the facilities and communications necessary to operate ports where little or no infrastructure exists. A limited prototype mobile port operation center was used in Durrës, Albania to support the flow of humanitarian supplies for Kosovo refugees.

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

MTMC implemented an aggressive AIT program, consistent with the guidance and requirements set forth in the DOD and USTRANSCOM AIT Implementation Plans. MTMC now provides Radio Frequency Identification capability at water ports worldwide to track equipment and cargo equipped with radio frequency tags. Information collected by the RFID interrogators located at port road and rail gates is transmitted electronically to a Regional In-transit Visibility server which posts the information on a Web site, accessible by the DOD community to track shipments through the ports. MTMC is also using barcode technology to speed cargo through the ports and to gain efficiency in port operations. Barcodes on military shipping labels include both linear and 2-Dimensional, which provide the necessary data to automatically upload shipment information into the WPS.

MTMC's Automated Air Load Planning System 4.0 increases the number of aircraft configurations available for planning and execution while using a standardized windows point-and-click, user-friendly environment. AALPS also permits the user to view multiple airframe graphics (load plans) simultaneously.

As the DOD migration system for automated air load planning, AALPS provides a requirements database against which load plans for air deployment operations can be produced. AALPS automates load planning in three stages of air movement: contingency planning, deployment planning, and execution. This automated tool significantly reduces the time required for air load planning and execution. While the main mission of AALPS is unit deployments, the system will also be used for USAF channel traffic, plunging AALPS into the world of wholesale logistics. Future plans include the integration of AALPS as the air load planning module for TC-AIMS II.

In addition to AALPS 4.0, MTMC fielded the Automated Movement Flow Tracking - Command Information System to 12 Forces Command power projection platforms, including Forts Benning, Bliss, Bragg, Lewis, McCoy, Riley, Sill, Carson, and Polk, and the 25th Infantry Division at Schoefield Barracks, HI. Fielding of this system enables commanders to track movement of their unit equipment from unit areas to both surface and Aerial Ports of Embarkation.

### Deployability Engineering

MTMC Transportation Engineering Agency provides DOD with analytical and technical expertise to improve the deployability of U.S. armed forces.



### Force projection analysis

The TEA develops, uses, and fields state-of-the-art modeling and simulation tools including the Transportability Analysis Generator, Transportation System Capability, Port Simulation Model, and Enhanced

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

Intratheater Logistics Support Tool. These tools are part of the evolving Force Projection Modeling Suite, which provides the ability to perform transportation analysis from a source installation to destination. Such information technology provides USTRANSCOM a critical edge in rapid global transportation in peace and war.

TEA's deployability engineering skills were used to address critical problems for a wide range of DOD customers. TEA was a primary contributor to the MRS05, using the ELIST model to analyze CONUS transportation issues and conduct an unprecedented intra-theater lift analysis.

IRRIS

TEA has completed development of the Intelligent Road and Railroad Information System prototype. IRRIS is a Web-based Geographic Information System application that uses Intelligent Transportation System technologies coming online from federal, state, and local transportation authorities. IRRIS provides detailed road and rail information about routes providing access to important Army and Marine Corps installations.

CONUS Infrastructure

TEA executes the DOD Highways, Railroads, and Ports for National Defense Programs on behalf of USTRANSCOM. These unique programs ensure the readiness capability of important public and commercial transportation infrastructure for defense use in peace and war. To succeed, TEA continued to build and enhance our relationships with the U.S. Federal Highway and Federal Railroad Administrations, the U.S. Maritime Administration, state and local transportation authorities, commercial railroad carriers, and key transportation advocacy groups such as the American Association of State Highway and Transportation Officials. TEA also worked closely with Army and Marine Corps officials for the PPP installations to enhance traffic safety and deployment capability for key PPP routes.

TEA also initiated a new Critical Infrastructure Protection initiative in support of USTRANSCOM CIP efforts to examine important highway, rail, and port infrastructure and potential vulnerabilities of the infrastructure. These CIP studies analyze the deployment impact of potential infrastructure disruptions. Pilot analyses were completed for the Fort Hood to Beaumont/Corpus Christi TX area and for the entire State of Washington.



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

**Total MTMC Operations (All Programs)**

MTMC Cargo (by Program):

	<u>FY99</u>	<u>FY00</u>
MTMC Port Operations	4,964,653	4,170,815
MTMC Liner Transportation	4,090,053	4,835,153
MTMC Global POV	<u>559,896</u>	<u>807,416</u>
Totals (M/Ts)	9,614,602	9,813,384

MTMC Cargo (by Commodity):

	<u>FY99</u>	<u>FY00</u>
General	3,997,104	4,045,720
Special	3,134,701	2,703,679
POVs	1,009,894	969,279
Ammunition & Hazardous Cargo	676,061	748,475
Subsistence	459,444	473,799
Household Goods	194,451	167,589
Unspecified	125,809	678,641
Bulk	<u>17,138</u>	<u>26,202</u>
Totals (M/Ts)	9,614,602	9,813,384

MTMC Cargo (by Destination Region):

	<u>FY99</u>	<u>FY00</u>
USEUCOM	2,917,653	2,653,973
CONUS	2,663,888	2,991,114
USPACOM	2,557,046	3,198,679
USSOUTHCOM	872,960	493,255
USCENTCOM	503,859	364,101
USJFCOM	97,871	112,047
UNASSIGNED	<u>1,325</u>	<u>215</u>
Totals (M/Ts)	9,614,602	9,813,384

MTMC Cargo (by Customer):

	<u>FY99</u>	<u>FY00</u>
Army	3,275,117	2,974,614
Air Force	1,266,873	880,459
AAFES	1,158,631	1,265,471
Other	1,138,547	2,035,365
DeCA	762,238	809,244
DLA	632,026	601,129
Navy	561,851	466,693
Marines	556,126	513,902
NEXCOM	<u>263,193</u>	<u>266,507</u>
Totals (M/Ts)	9,614,602	9,813,384

**Military Traffic Management Command initiative/Performance/Financial Summary****MTMC Port Operations Program**

## MTMC Port Operations (by Customer):

	<u>FY99</u>	<u>FY00</u>
Army	2,280,187	1,823,064
Other	962,887	1,300,208
Air Force	763,676	446,960
Marines	456,003	405,584
DLA	154,965	73,950
Navy	144,499	90,967
AAFES	110,574	23,760
DeCA	65,456	4,339
NEXCOM	26,406	1,983
Totals (M/Ts)	<u>4,964,653</u>	<u>4,170,815</u>

## MTMC Port Operations (by Commodity):

	<u>FY99</u>	<u>FY00</u>
Special	2,608,511	2,101,509
General	1,239,149	1,049,974
Ammunition & Hazardous Cargo	652,466	737,151
POVs	225,722	86,208
Unspecified	138,566	148,525
Subsistence	63,717	38,842
Household Goods	30,933	5,917
Bulk	5,589	2,689
Totals (M/Ts)	<u>4,964,653</u>	<u>4,170,815</u>

## MTMC Port Operations (by Destination Region):

	<u>FY99</u>	<u>FY00</u>
CONUS	1,939,323	2,174,988
USEUCOM	1,303,816	826,087
USPACOM	737,037	649,247
USSOUTHCOM	560,248	229,962
USCENTCOM	396,398	253,409
USJFCOM	27,190	37,122
Unassigned	641	0
Totals (M/Ts)	<u>4,964,653</u>	<u>4,170,815</u>

**MTMC Liner Ocean Transportation Program**

## MTMC Liner Ocean Transportation (by Customer):

	<u>FY99</u>	<u>FY00</u>
AAFES	1,048,040	1,241,701
Army	719,912	794,495
DeCA	696,426	804,078
DLA	476,169	525,611
Air Force	359,895	221,264
Navy	315,524	227,182
NEXCOM	236,787	264,523
Other	157,490	676,283
Marines	79,810	80,016
Totals (M/Ts)	<u>4,090,053</u>	<u>4,835,153</u>



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

## MTMC Liner Ocean Transportation (by Commodity):

	<u>FY99</u>	<u>FY00</u>
General	2,757,956	2,995,746
Special	526,128	602,171
Subsistence	395,105	432,574
POVs	208,028	110,255
Household Goods	163,430	161,110
Ammunition & Hazardous Cargo	23,595	11,194
Bulk	11,091	22,696
Unspecified	4,720	499,407
Totals (M/Ts)	<u>4,090,053</u>	<u>4,835,153</u>

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

	<u>FY99</u>	<u>FY00</u>
USPACOM	1,705,052	2,386,937
USEUCOM	1,446,349	1,616,386
CONUS	468,727	415,573
USSOUTHCOM	298,965	241,741
USCENTCOM	107,462	109,456
USJFCOM	62,814	64,845
Unassigned	684	215
Totals (M/Ts)	<u>4,090,053</u>	<u>4,835,153</u>

**MTMC Global POV Program**

## MTMC Global POV (by Customer):

	<u>FY99</u>	<u>FY00</u>
Army	275,017	357,055
Air Force	143,302	212,235
Navy	101,828	148,545
Marines	20,313	28,302
Other	18,170	58,874
DLA	892	1,568
DeCA	356	827
AAFES	17	10
Totals (M/Ts)	<u>559,895</u>	<u>807,416</u>

## MTMC Global POV (by Destination Region):

	<u>FY99</u>	<u>FY00</u>
CONUS	255,837	400,553
USEUCOM	167,487	211,500
USPACOM	114,957	162,494
USSOUTHCOM	13,747	21,553
USJFCOM	7,867	10,080
USCENTCOM	0	1,236
Unassigned	0	0
Totals (M/Ts)	<u>559,895</u>	<u>807,416</u>

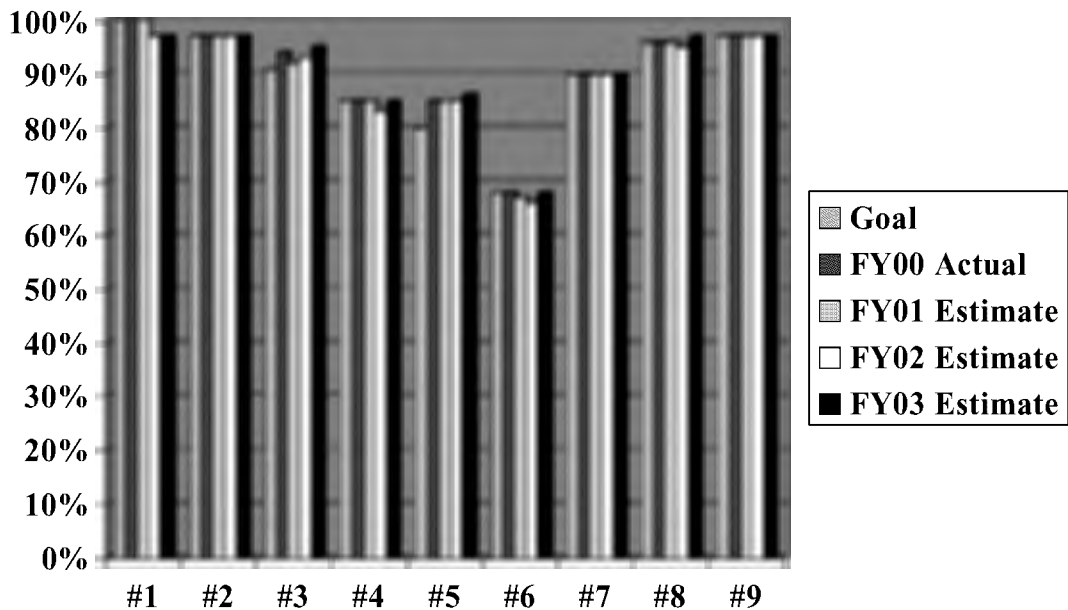
**Military Traffic Management Command Initiative/Performance/Financial Summary****Military Traffic Management Command Performance Data**

MTMC measures its performance and effectiveness through the use of several different performance metrics. The list below describes each measure:

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, Groups Operational.
2. Measure #2: Response to customer requirements (freight)- Measures the percentage of solicitation awards that meet agreed upon start-up dates. The data is provided by all action officers that receive and process shipment requests. It is a manual process.
3. Measure #3: Containers lifted measures - 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 percent automated.
9. Measure #9: Transit time performance for customer service contracts - Meeting transit time standards 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. Source of information is WPS and offline reports from the MTMC booking offices.

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

The following chart depicts MTMC Goals, FY00 Actuals, and FY01-03 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, MTMC port services include stevedores and documentation (i.e., booking, manifesting, receiving, and clearing).
3. Global POV - The movement of privately owned vehicles.

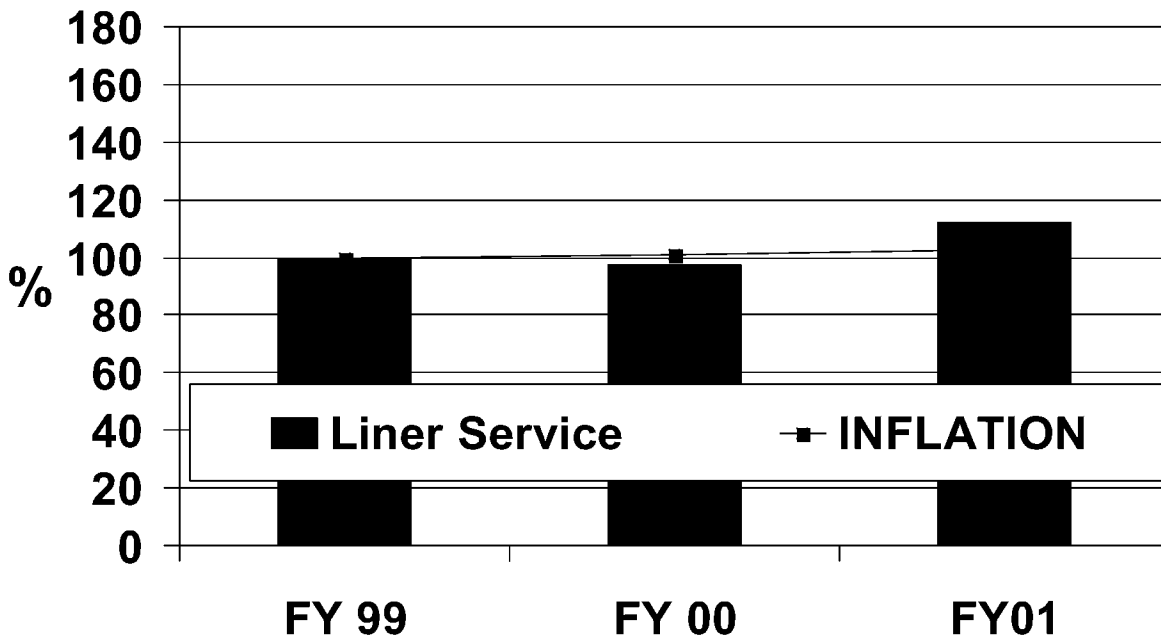
**Military Traffic Management Command Initiative/Performance/Financial Summary**

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.

FY00 Liner ocean transportation rates decreased from FY99 due to AOR payback and continued streamlining. Scheduled FY01 rate increases are a result of the recoupment of prior year losses, offset by the elimination of the FY00 cash and capital surcharges.

**MTMC Liner Ocean Transportation  
Rate Trends**

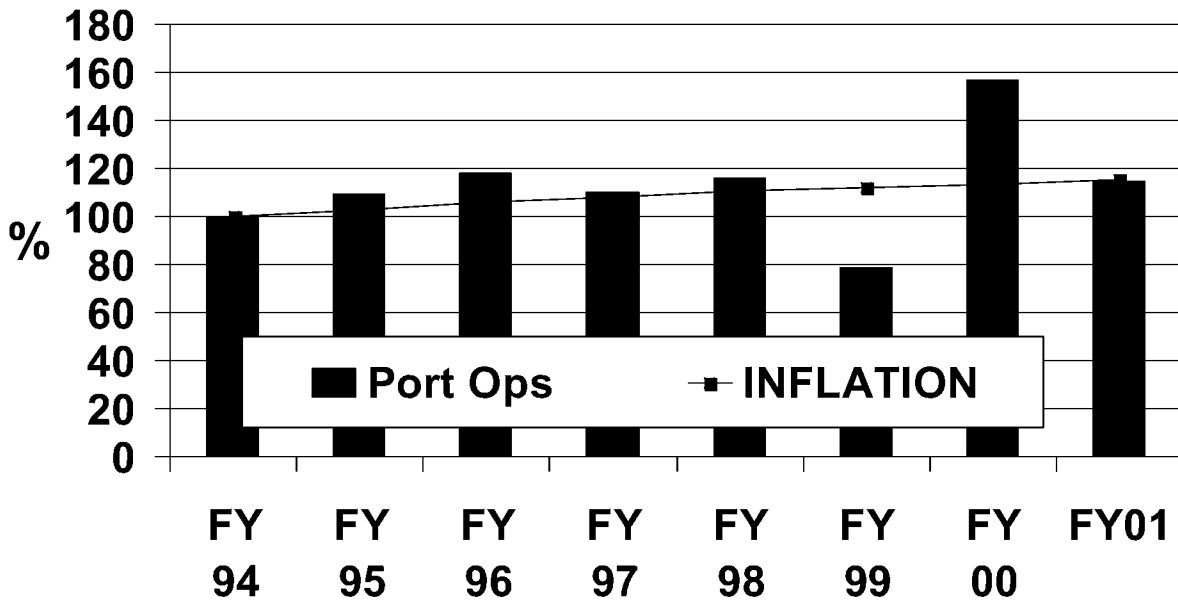


**Military Traffic Management Command Initiative/Performance/Financial Summary**

Port Operations

FY00 Cargo Operations rate increase of 99.3 percent was the result of returning from the 32.2 percent rate decrease in FY99, inflation, and the cash and capital surcharges directed in PBD 410. FY01 scheduled rate decrease is attributed to payback of prior year profits, elimination of the cash and capital surcharges offset by pay raises, and inflation.

**MTMC Port Operations  
Rate Trends**

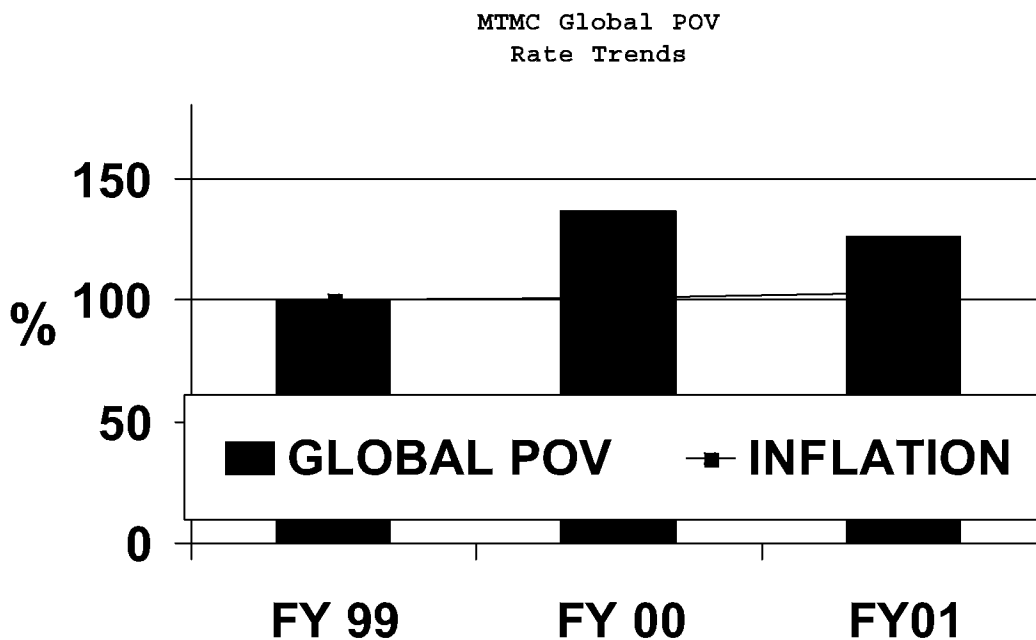


**Military Traffic Management Command Initiative/Performance/Financial Summary**

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 FY00 global POV rate increase was predominately due to the recovery from prior year losses, realignment of cargo operations/liner ocean transportation costs, and the fact that contract costs were higher than inflation. The FY01 scheduled rate decrease is a result of the AOR recoupment of FY99 losses.



MTMC FY00 NOR was estimated at a positive \$10M in the FY01 PB. The actual FY00 NOR is a positive \$34M, an improvement of \$24M. Increased revenue from the global POV and liner ocean transportation operations improved NOR by \$54M. Decreased costs from MTMC's cost reduction initiatives improved NOR by \$47M. Additional automated data processing equipment maintenance requirements decreased NOR by \$25M. Contractor payment from work provided under the Special Middle East Sealift Agreement decreased NOR by \$16M. Understatement of global POV contractor costs decreased NOR by \$9M. Liner ocean transportation claims decreased NOR by \$7M. Depreciation and other revenue and expense changes decreased NOR by \$5M.

## Appendix A: Operational Data Supplement

### Air Mobility Command

#### FY00 AMC CHANNEL CARGO, by Customer, by Commodity by Short Tons (ST)

COMMODITIES	Air Force	Army	Navy	Marines	Coast Guard	DECA	DLA	Contractor	MAIL	OTHER	GRAND TOTAL
CODES	Tons	Tons	Tons	Tons	Tons	Tons	Tons	Tons	Tons	Tons	Tons
2 Arms & Weapons	230	394	312	42	0		106	2	0	3	1089
3 Amunitions	564	632	300	27			6	3	0	3	1535
4 Explosives, Nbt Code 3	712	387	264	62	0		21	22	0	45	1512
A Aircraft Parts	16098	3508	8904	243	13	25	5961	49	19	892	35712
B Construction Material	2711	1036	855	155	3	7	2271	62	0	67	7167
C Chemical Corps	758	496	1263	45	0	2	1208	6	0	37	3816
D Animals	28	7	2	0			0		0	1	39
E Engineer Supplies	504	160	156	29			170	0	0	25	1046
F Fuel & Lubricants	564	75	241	16	1		930	1	11	24	1863
G Printed Forms & Pubs	34	51	37	0		0	101	2	0	495	721
H Signal Corps & Radio Equip	4231	2432	1714	163	3	2	2698	64	0	255	11563
J Unaccompanied Baggage	11037	13817	6028	2400	55		77	16	2	171	33602
K Clothing, Cordage, Leather, & Parachutes	213	709	488	65	4	23	658	0	0	10	2170
L ARFCOS, Diplomatic Crypto	612	3	4				0		1	0	620
M Medical Supplies	355	578	156	5		0	445	5	0	13	1557
N Ship Parts, Navy	132	147	3446	55	0	65	1204	2	0	37	5087
P Photographic Supplies & Equip	34	92	9	0			41		0	3	180
Q Plants & Animal Products, Vectors & Cultures	19	8	1				7	0	0	0	34
R Rations & Subsistence	906	2157	2166	2		3499	5583	10	3	458	14786
S Office Supplies & Equip	1076	410	861	14	0	15	361	35	0	48	2821
T Household Goods	5689	1599	2259	226	25		108	1	8	234	10149
U Mail (Special Handling Code APP F2)	0		1429						2969	13	4410
V Vehicles, Machinery, Shop, Warehouse Equip	4204	4382	1732	367	36	2	8873	14	0	214	19825
X Intel Materials, Maps, Charts, Data	8	3	2	1			28		0	0	42
Y Personnel Services	660	818	153	2			142	21	0	7	1803
Z Human Remains	9	3	9	0			1		0	3	25
<b>Total</b>	<b>51388</b>	<b>33906</b>	<b>32790</b>	<b>3922</b>	<b>140</b>	<b>3640</b>	<b>30999</b>	<b>316</b>	<b>3013</b>	<b>3059</b>	<b>163174</b>

Source: Air Mobility Command Business Decision Model (ABMD). Owner is AMC/DORB.

- NOTES:
1. The "Others" column includes "other" and "Other Government Agencies."
  2. The "Mail" column includes USPS and Army/Air Force (at 60:40).
  3. These totals do not include CONUS-to-CONUS movement.
  4. Totals do not include SAAMS, Commercial movement, or Humanitarian movement.

## Appendix A: Operational Data Supplemental

## Military Sealift Command

## CARGO BY MAJOR CUSTOMER.

TOTAL CARGO MOVED BY MSC BY PROGRAM BY MAJOR CUSTOMER BY COMMODITY  
OCTOBER - SEPTEMBER

	TOTAL FY 2000	AF	ARMY	NAVY	MARINES	OTHER
-----						
CARGO						
HOUSEHOLD GOODS	233		19	214		
REEFER	6,746	145	146	6,206		249
BULK	994	3		990		1
POVS	99	25		10		64
AMMUNITION	86,660	27,849	43,181	6,451	917	8,262
GENERAL	216,958	18,556	48,398	62,759	4,069	83,176
RETRO EMPTY CONEX	0					
SPECIAL	389,502	6,490	156,711	9,165	10,471	206,665
AIRCRAFT	38,578	620	31,536	17		6,405
TOTAL MSC CARGO M/T's	739,770	53,688	279,991	85,812	15,457	304,822 (a)
-----						
FAST SEALIFT						
REEFER	0					
AMMUNITION	3,882		1,750			2,132
GENERAL	7,085		665	834	32	5,554
SPECIAL	22,838		3,180	2,505	49	17,104
AIRCRAFT	0					
TOTAL FSS M/T's	33,805		5,595	3,339	81	24,790 (a)
-----						
POL TANKERS						
AVUATUIB GASIKUBE/91	21,650					21,650
MOTOR GASOLINE/80	47,870	688				47,182
MOTOR GASOLINE/72	1,033					1,033
MOTOR GAS UNLEADED	12,642					12,642
JET FUEL OIL #5	1,135,520	24,278				1,111,242
THERMO STABLE	2,292,973					2,292,973
DIESEL OIL	1,615,981					1,615,981
DISTILLATE (CLEAN)	44,847					44,847
SOLVENTS	264					264
TOTAL L/T's	5,172,780	24,966				5,147,814 (b)
-----						

(a) Other is predominantly JCS Cargo

(b) Defense Energy Supply Agency



## Appendix A: Operational Data Supplemental

**Military Traffic Management Command**

FY00 MTMC Global Privately Owned Vehicle (POV) Contract (GPC) Program<sup>1</sup>  
(paragraph 3.e - Total Cargo Moved, by Program, by Major Customer, for each Commodity Code)

DTS Service Customer <sup>2</sup>	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	457	132	356,247	64	26	0	0	130	357,055
Navy	360	25	147,912	173	17	0	0	59	148,545
Air Force	1,113	595	209,758	249	78	0	0	442	212,235
Marine Corps	111	22	28,147	10	0	0	0	11	28,301
DLA	117	13	1,359	29	9	0	0	42	1,568
DeCA	0	0	827	0	0	0	0	0	827
AAFES	0	0	10	0	0	0	0	0	10
NEXCOM	0	0	0	0	0	0	0	0	0
Other	226	30	28,556	37	0	0	0	30,025	58,874
<b>Total</b>	<b>2,383</b>	<b>817</b>	<b>772,816</b>	<b>562</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>30,709</b>	<b>807,416</b>

Source: FY00 MTMC Financial Management System (FMS) Sales Accrual files (235050A)

## Footnotes:

- 1 - Global POV Contract (GPC) Program cargo identified as shipment Cargo Commodity Code equal to 63 or 64
- 2 - DTS Service/Customer identified by Source of Revenue Code
- 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 Supplemental

**Military Traffic Management Command**

FY00 MTMC Liner Ocean Transportation Program <sup>1</sup> (paragraph 3.e - Total Cargo Moved, by Program, by Major Customer, for each Commodity Code)									
DTS Service Cust2	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	17,168	18,087	35,195	36,538	1,125	432,105	229,854	24,424	794,495
Navy	7,683	83	16,590	59,245	2,654	126,102	14,260	564	227,181
Air Force	10,774	178	45,418	44,917	622	67,790	50,247	1,317	221,264
Marine Corps	4,623	0	3,058	10,585	100	46,716	14,678	256	80,016
DLA	94,520	695	385	621	2,048	395,562	29,250	2,530	525,611
DeCA	205,576	3,124	60	148	0	494,850	53	100,267	804,078
AAFES	68,886	260	104	43	237	981,181	190,969	23	1,241,701
NEXCOM	18,209	0	56	17	1,076	244,637	477	52	264,523
Other	5,136	269	9,388	8,997	3,332	206,802	72,384	369,974	676,283
Total	432,574	22,696	110,255	161,110	11,194	2,995,746	602,170	499,407	4,835,153

Source: FY00 MTMC Financial Management System (FMS) Sales Accrual files (235050A)

## Footnotes:

- 1 - Liner Ocean Transportation Program cargo identified as shipment Cargo Commodity Code greater than or equal to 01 and less than or equal to 19 but not equal to 10
- 2 - DTS Service/Customer identified by Source of Revenue Code
- 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 Supplemental

**Military Traffic Management Command**

FY00 MTMC Port Operations Program <sup>1</sup> (paragraph 3.e - Total Cargo Moved, by Program, by Major Customer, for each Commodity Code)									
DTS Service Customer <sup>2</sup>	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	26,100	108	28,602	216	377,322	427,813	833,662	129,241	1,823,064
Navy	356	14	9,403	926	7,034	31,584	41,428	223	90,967
Air Force	1,816	7	37,419	3,592	172,831	150,996	80,552	-253	446,960
Marine Corps	122	0	1,968	13	72,680	99,171	231,629	0	405,584
Defense Logistics Agency (DLA)	2,521	109	152	54	4,272	17,015	49,478	349	73,950
Defense Commissary Agency (DeCA)	1,745	101	35	0	35	3,057	110	-744	4,339
Army and Air Force Exchange Service (AAFES)	168	0	103	0	998	8,429	14,063	0	23,761
Navy Exchange Service Command (NEXCOM)	124	0	0	0	896	434	529	0	1,983
Other	5,890	2,350	8,526	1,116	101,084	311,475	850,058	19,710	1,300,208
Total	38,842	2,689	86,208	5,917	737,151	1,049,974	2,101,509	148,525	4,170,815

Source: FY00 MTMC Financial Management System (FMS) Sales Accrual files (235050A)

## Footnotes:

- 1 - Port Operations Pgm cargo identified as shipment Cargo Commodity Code equal to 10 or greater than or equal to 20 but not equal to 63 or 64
- 2 - DTS Service/Customer identified by Source of Revenue Code
- 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 B: Financial Data Supplement

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

	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>
<b>Assets:</b>			
Selected Assets:			
Cash	\$177.6	\$278.0	\$328.0
(Available for Operations)	(\$23.0)	\$101.2	\$153.7
(Required for Capital Purchases)	\$200.6	\$176.8	\$174.3
Accounts Receivable	\$633.4	\$733.4	\$736.1
Advances Made	\$10.1	\$15.7	\$0.8
Inventories	\$21.1	\$23.7	\$28.6
Other Assets	\$1.1	\$2.1	\$2.1
Capital Property (Net)	<u>\$1,372.0</u>	<u>\$1,264.3</u>	<u>\$1,411.5</u>
Total Assets	<u>\$2,215.3</u>	<u>\$2,317.2</u>	<u>\$2,507.1</u>
<b>Liabilities:</b>			
Selected Liabilities:			
Accounts Payable	\$857.2	\$757.5	\$943.1
Accrued Liabilities	\$67.3	\$374.8	\$42.9
Advances Received	\$0.0	\$0.0	\$0.0
Unfunded Liabilities	\$0.0	\$0.0	\$0.0
Other Liabilities	<u>\$1.1</u>	<u>\$2.7</u>	<u>\$26.6</u>
Total Liabilities	\$925.6	\$1,135.0	\$1,012.6
<b>Government Equity:</b>			
Appropriations/Reappropriations	\$0.0	\$0.0	\$0.0
Paid-in-Capital	\$1,552.4	\$1,049.7	\$1,842.7
(Assets Capitalized Less Liabilities Assumed)			
Earnings Used for Operations	(\$527.1)	\$6.0	(\$337.5)
Accumulated Operating Results	<u>\$264.4</u>	<u>\$168.5</u>	<u>(\$10.7)</u>
Total Government Equity	<u>\$1,289.7</u>	<u>\$1,224.2</u>	<u>\$1,494.5</u>
Total Liabilities and Equity	<u>\$2,215.3</u>	<u>\$2,359.2</u>	<u>\$2,507.1</u>

Exhibit Fund-23  
 Statement of Financial Condition

## 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 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>
Revenue:			
Gross Sales	\$4,361.0	\$4,423.8	\$4,165.4
Operations	\$4,236.2	\$4,266.0	\$3,922.0
Capital Surcharge	\$0.0	\$0.0	\$71.8
Depreciation excluding Maj Const	\$124.8	\$157.8	\$171.6
Major Construction Depreciation	\$0.0	\$0.0	\$0.0
Other Income	\$0.0	\$0.0	\$37.9
Refunds/Discounts(-)	<u>\$0.0</u>	<u>(\$26.0)</u>	<u>(\$37.0)</u>
Total Income:	\$4,361.0	\$4,397.8	\$4,166.3
Expenses:			
Salaries and Wages:			
Military Personnel Compensation & Benefits	\$49.7	\$47.8	\$46.6
Civilian Personnel Compensation & Benefits	\$247.9	\$253.1	\$261.1
Travel and Transportation of Personnel	\$78.4	\$96.4	\$83.8
Materials and Supplies (For internal operations)	\$813.7	\$934.1	\$679.7
Equipment	\$26.7	\$14.1	\$10.3
Other Purchases from Revolving Funds	\$392.0	\$394.7	\$315.0
Transportation of Things	\$13.4	\$12.9	\$15.7
Depreciation - Capital	\$124.8	\$157.8	\$171.6
Printing and Reproduction	\$1.4	\$0.7	\$0.9
Advisory and Assistance Services	\$13.0	\$8.1	\$17.7
Rent, Communications, Utilities, and Misc Charges	\$52.7	\$31.8	\$30.1
Other Purchased Services	<u>\$2,259.5</u>	<u>\$2,497.5</u>	<u>\$2,493.0</u>
Total Expenses	\$4,073.2	\$4,449.0	\$4,125.5
Operating Result	\$287.8	(\$51.2)	\$40.8
Less Capital Surcharge Reservation	\$0.0	\$0.0	\$110.5
Plus Passthroughs or Other Approps Affecting NOR/AOR	\$0.0	\$0.0	\$0.0
Other Changes Affecting NOR	<u>\$0.0</u>	<u>\$0.0</u>	<u>(\$113.5)</u>
Net Operating Result	\$287.8	(\$51.2)	(\$183.2)
Beginning AOR	(\$68.1)	\$219.7	\$168.5
Prior Year Adjustments	\$0.0	\$0.0	\$0.0
Other Changes Affecting AOR (Specify)			
Transfer of JTMO Program	\$0.0	\$0.0	\$0.0
AOR Adj for JTMO	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
Accumulated Operating Result	\$219.7	\$168.5	(\$14.7)
Non-Recoverable Adjust Impacting AOR (Specify)	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
Accumulated Operating Results for Budget Purposes	\$219.7	\$168.5	(\$14.7)

Exhibit 14

Revenue and Expenses

## Appendix B: Financial Data Supplement

ACTIVITY GROUP CAPITAL INVESTMENT SUMMARY						
Component: United States Transportation Command						
Activity Group: Transportation						
(\$ in Millions)						
Item	FY 98		FY 99		FY 00	
	Qty	Total Cost	Qty	Total Cost	Qty	Total Cost
<b>Equipment</b>						
- Replacement						
\$1,000,000 and Over						
--Cargo Handling		\$1.2		\$0.0		\$0.0
--Gantry Cranes		\$0.0	1	\$1.0		\$0.0
\$500,000 to \$999,999.99	1	\$0.7		\$0.0	1	\$1.3
\$100,000 to \$499,999.99	6	\$1.7	1	\$0.5		\$0.0
- Productivity		\$0.0		\$0.0		\$0.5
- New Mission		\$0.0		\$0.0		\$0.0
- Environmental Compliance		\$0.0		\$0.0		\$0.0
Subtotal		\$3.6		\$1.5		\$1.8
<b>ADPE &amp; Telecomm</b>						
\$1,000,000 and Over						
--Advanced Computer Flight Plan (ACFP)		\$1.3		\$0.3		\$0.1
--Automated Identification Technology (AIT)		\$0.2		\$0.5		\$2.1
--AUTOSTRAD 2000 (A-2000)		\$4.2		\$3.9		\$4.0
--Command and Control Information Processing System (C2IPS)		\$8.3		\$13.7		\$7.1
--Command Ctr Global Command and Control System (GCCS)		\$0.0		\$1.9		\$0.5
--CONUS Freight Management (CFM)		\$1.9		\$1.0		\$0.5
--Core Automated Maintenance System (CAMS)/G081		\$1.4		\$1.5		\$1.0
--Global Air Transportation Execution System (GATES)		\$6.2		\$5.7		\$1.5
--Global Decision Support System (GDSS)		\$1.6		\$1.2		\$3.2
--Global Transportation Network (GTN)		\$12.4		\$0.1		\$0.1
--Information Assurance / Information Protection (IA/IP)		\$0.0		\$0.0		\$2.5
--Integrated Command, Control, and Comm Project (IC3)		\$0.9		\$0.6		\$3.7
--Integrated Command Environment (ICE)		\$0.6		\$3.0		\$3.8
--Intransit Visibility (ITV)		\$1.8		\$1.0		\$1.4
--Joint Mobility Control Group (JMCG)		\$1.1		\$1.2		\$0.9
--L-Band SATCOM		\$3.3		\$2.0		\$2.3
--Local Area Network (LAN)		\$0.0		\$2.5		\$2.0
--Objective Wing Command Post (OWCP)		\$2.0		\$2.2		\$2.3
--System Integration		\$1.4		\$1.1		\$6.3
--Theater Deployable Communication (TDC)		\$4.1		\$6.1		\$1.2
--Transp Op Personal Property Standard Syst (TOPPS)		\$1.2		\$1.0		\$1.3
--Wing Local Area Network (LAN)		\$1.2		\$2.0		\$1.0
--Worldwide Port System (WPS)		\$0.1		\$1.5		\$1.0
\$500,000 to \$999,999.99		\$1.6		\$0.7		\$1.2
\$100,000 to \$499,999.99		\$0.5		\$0.7		\$0.0
Subtotal		\$57.3		\$55.5		\$51.0
<b>Software Development (Internally Developed)</b>						
\$1,000,000 and Over		\$0.0		\$0.0		\$0.0
--Automated Identification Technology (AIT)		\$0.0		\$1.1		\$0.2
--AUTOSTRAD 2000 (A-2000)		\$0.9		\$1.3		\$1.8
--Common Operating Environment (COE)		\$0.0		\$0.8		\$1.5
--CONUS Freight Management (CFM)		\$11.2		\$11.3		\$10.5
--Defense Joint Accounting System (DJAS)		\$0.0		\$0.6		\$1.5
--Integrated Command, Control, and Comm Project (IC3)		\$5.3		\$2.4		\$2.5
--Integrated Command Environment (ICE)		\$1.3		\$10.4		\$3.9
--Intransit Visibility (ITV)		\$5.4		\$7.5		\$7.9
--Transportation Personal Property Standard Syst (TOPPS)		\$5.4		\$3.0		\$3.5
--Worldwide Port System (WPS)		\$2.7		\$2.8		\$2.5
\$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		\$32.2		\$41.2		\$35.8

## Appendix B: Financial Data Supplement

ACTIVITY GROUP CAPITAL INVESTMENT SUMMARY						
Component: United States Transportation Command						
Activity Group: Transportation						
(\$ in Millions)						
Item Description	FY 98		FY 99		FY 00	
	Qty	Total Cost	Qty	Total Cost	Qty	Total Cost
Software Development (Externally Developed)						
\$1,000,000 and Over						
--AMC Business Decision Model (ABDM)		\$1.4		\$0.7		\$1.1
--Advanced Computer Flight Plan (ACFP)		\$0.0		\$3.8		\$1.2
--Automated Identification Technology (AIT)		\$1.7		\$1.0		\$0.6
--Central Repository Information System (CRIS)		\$1.2		\$0.0		\$0.0
--Command and Control Info Processing System (C2IPS)		\$2.4		\$6.2		\$3.4
--Command Center Global Command and Control Syst (GCCS)		\$0.0		\$1.1		\$2.4
--Command, Control, Computers, and Comm Syst (C4S)		\$0.0		\$1.6		\$0.0
--Consolidated Air Mobility Planning System (CAMP S)		\$3.8		\$3.7		\$3.6
--Core Automated Maintenance System (CAMS)/G081		\$0.9		\$0.9		\$1.0
--Global Air Transportation Execution System (GATES)		\$14.7		\$12.9		\$3.6
--Global Decision Support System (GDSS)		\$2.5		\$2.0		\$3.5
--Global Transportation Network (GTN)		\$54.2		\$28.8		\$31.5
--Joint Mobility Control Group (JMCG)		\$0.5		\$1.9		\$0.6
--L-Band SATCOM		\$1.9		\$0.5		\$0.5
--Local Area Network (LAN)		\$0.0		\$0.3		\$1.0
--Management Reform Memorandum (MRM) # 15		\$2.9		\$4.3		\$4.2
--Single Mobility System (SMS)		\$0.0		\$1.4		\$1.7
--System Integration		\$6.6		\$11.4		\$8.3
--Transportation Financial Management System (TFMS)		\$1.2		\$1.4		\$2.4
\$500,000 to \$999,999.99 - one line		\$2.6		\$1.0		\$3.0
\$100,000 to \$499,999.99 - one line		\$0.4		\$0.4		\$0.0
Subtotal		\$98.9		\$85.3		\$73.6
Minor Construction						
\$1,000,000 and Over						
\$500,000 to \$999,999.99		\$0.9		\$0.7		\$0.0
\$100,000 to \$499,999.99		\$6.8		\$8.5		\$13.2
Subtotal		\$7.7		\$9.2		\$13.2
Grand Total		\$199.7		\$192.7		\$175.4

## Appendix B: Financial Data Supplement

**TWCF COSTS**

<u>Element of Expense</u>	<u>FY99</u>	<u>FY00</u>
<b>Aviation/Ship Maintenance and Ops:</b>		
Lease/Charter Aircraft	\$891	\$857
Vessel Charters	\$659	\$757
Fuel	\$426	\$280
DLRs	\$349	\$236
Depot Maintenance/CLS	\$298	\$190
Military Augmentation	\$201	\$144
Supplies	\$132	\$135
Other Vessel Contracts	\$127	\$92
Travel	\$63	\$57
Other Airlift Costs	\$46	\$80
Ship Maintenance	\$43	\$46
Equipment	\$10	\$9
Maint & Ops Subtotal:	<b>\$3,245</b>	<b>\$2,883</b>
<b>Purchases:</b>		
Point to Point POVs	\$165	\$183
G&A Purchase from AF	\$116	\$121
ADP Maintenance	\$73	\$93
Stevedore Contracts	\$71	\$49
Facility Maintenance	\$60	\$49
Other	\$53	\$58
Canal/Port Fees	\$30	\$25
Information Services/Support	\$26	\$18
Utilities	\$14	\$14
Engineer/Analysis Services	\$14	\$23
Communications	\$12	\$12
Equipment Maintenance	\$9	\$20
Purchases Subtotal:	<b>\$643</b>	<b>\$665</b>
<b>Depreciation:</b>	\$158	\$172
<b>Other:</b>		
Travel	\$34	\$26
Supplies	\$26	\$30
Transportation	\$13	\$16
DFAS	\$10	\$8
Equipment	\$4	\$1
Rent & Lease	\$3	\$3
Navy Public Works	\$2	\$12
Defense Printing	\$1	\$1
Fuel (MTMC)	\$1	\$0
Other Subtotal:	<b>\$94</b>	<b>\$97</b>
<b>Personnel:</b>		
<b>Civilian Personnel:</b>	\$261	\$262
<b>Military Personnel:</b>	\$48	\$47
Personnel Subtotal:	<b>\$309</b>	<b>\$309</b>
<b>Total:</b>	<b>\$4,449</b>	<b>\$4,126</b>

## Notes:

Direct Support in Blue  
 Infrastructure in Green  
 Personnel in Purple



## Supplemental Information

### References, Sources & 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 Cargo Newsgroup <http://www.mta-ic.com/>  
 Air Mobility Command (AMC) <http://public.scott.af.mil/hqamc/>  
 National Transportation Library <http://www.bts.gov/smart/>  
 U.S. Department of Transportation <http://www.dtic.mil/travelink/>  
 Joint Electronic Library (Joint Publication 1-02) Web site:  
<http://www.dtic.mil/doctrine/jel/>  
 DOD Custom Page <http://business.transcom.mil/applications/customs.cfm>  
 DTS Joint Reference Table <http://sctappsrv.scott.af.mil/tmds/>  
 Source: Operational Plans and Interoperability Directorate, J-7, JDD 7000  
 Joint Staff Pentagon Washington, D.C. 20318-7000  
 Department of Transportation (DOT), U.S. <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 Deployment Training Center and Jopes Training Organization  
<http://www.dtc.transcom.mil>  
 Joint Doctrine for the Defense Transportation System (Joint Publication 4-01) Web site: <http://www.dtic.mil/doctrine/jel/>  
 Source: Operational Plans and Interoperability Directorate, J-7, JDD 7000  
 Joint Staff Pentagon Washington, D.C. 20318-7000  
 Joint Transportation Corporate Information Management Center Quarterly  
 Newsletter <http://business.transcom.mil/JTCC/jtcc.html>  
 Maritime Administration (MARAD), U.S. <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\\_oi/handbook.html](http://public.transcom.mil/J6/j6o/j6_oi/handbook.html)  
 United States Transportation Command (USTRANSCOM)  
<http://public.transcom.mil/index.cfm>

### 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.

2D	2-Dimensional
3PL	Third-Party Logistics
AABFS	Amphibious Assault Bulk Fuel System
AAFES	Army and Air Force Exchange Service
AALPS	Automated Air Load Planning System
AASHTO	American Association of State Highway and Transportation Officials
ACFP	Advanced Computer Flight Planning System
ACTD	Advanced Concept Technology Demonstration
AE	Aeromedical Evacuation
AEF	Aerospace Expeditionary Force
AESS	Aeromedical Evacuation Ship Sets
AF	Air Force
AFB	Air Force Base
AFMSS	Air Force Mission Support System
AFMT-CIS	Automated Movement Flow Tracking-Command Information System
AFPN	Air Force Patient News
AFRC	Air Force Reserve Command
AIT	Automatic Identification Technology
ALOC	Air Lines of Communication
ALP	Advanced Logistics Project
AMC	Air Mobility Command
AMHS	Automated Message Handling System
AMOS	Air Mobility Operations Squadron
AMP	Avionics Modernization Program
AMP	Analysis of Mobility Platform
AMP21	Analysis of Mobility Platform 21
AOC	Air Operations Center
AOR	Area of Responsibility
AOR	Accumulated Operating Result
AP	Agile Port
APES	Automated Patient Evacuation System
APF-T	Afloat Prepositioning Force
APOD	Arial Port of Debarkation
APOE	Arial Port of Embarkation
ARA	Airlift Readiness Account
ARCENT	Army Central Command
ASN	Advance Shipping Notice
AT2000	Agile Transportation 2000
ATCMD	Advanced Transportation Control and Movement Document
B2E	Business to Enterprise
BC	Business and Acquisition Center
BPWG	Business Process Working Group
C2	Command and Control

### Abbreviations & Acronyms

C2N	Command & Control Network
C4S	Command, Control, Communications, and Computer Systems
CACP	Civil Aviation Planning Committee
CADS	Containerized Ammunition Distribution System
CAPS II	Consolidated Aerial Port System, Second Generation
CAS-COM	Combined Arms Support Command
CAT	Crisis Action Team
CCC	Consolidated Call Center
CCDoTT	Center for the Commercial Deployment of Transportation Technologies
CCoCC	Customer Counsel of Captains and Colonels
CFM	CONUS Freight Management
CFR	Code of Federal Regulations
CIA	Central Intelligence Agency
CIF	CINC Initiative Fund
CIO	Chief Information Officer
CINC	Commander in Chief
CIP	Critical Infrastructure Protection
CJCS	Chairman of the Joint Chiefs of Staff
CLS	Contract Logistics Support
COA	Course of Action
CoCC	Council of Colonels and Captains
COE	Common Operating Environment
CONOPS	Concept of Operations
CONUS	Continental United States: contiguous U.S., does not include Hawaii or Alaska
CORE	Contingency Response Program
CPX	Command Post Exercises
CRAF	Civil Reserve Air Fleet
CRB	Carrier Review Board
CRM	Customer Relationship Management
CSAR	Combat Search and Rescue
CTO	Commercial Travel Office
CWT	Customer Wait Time
CY01	Calendar Year 2001
DAAS	Defense Automatic Addressing System
DAASC	Defense Automatic Addressing System Center
DARPA	Defense Advanced Research Projects Agency
DCMA	Defense Contract Management Agency
DDC	Defense Distribution Command
DDC	Downsized Deployable Communications
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
DISK	Deployable Intelligence Support Kit
DISN	Defense Information Systems Network
DLA	Defense Logistics Agency
DMRIS	Defense Medical Regulating Information System
DOD	Department of Defense
DOT	Department of Transportation
DPM	Direct Procurement Method
DPOC	Deployable Port Operations Center

**Abbreviations & Acronyms**

DSC	Deployment Support Command
DSN	Defense Switched Network
DTJRT	DTS Joint Reference Tables
DTOD	Defense Table of Official Distances
DTR	Defense Transportation Regulation
DTS	Defense Transportation System
DTS-EA	Defense Transportation System Enterprise Architecture
DUSD(L)	Deputy Under Secretary of Defense, Logistics
EA	Enterprise Architecture
E-Biz	Electronic Business
E-Commerce	Electronic Commerce
EDI	Electronic Data Interchange
ELB	Events LogBook
ELCAS	Elevated Causeway System
ELIST	Enhanced Logistics Intratheater Support Tool
FAA	Federal Aviation Administration
FACTS	Financial Air Clearance Transportation System
FEMA	Federal Emergency Management Agency
FHWA	Federal High Way Administration
FM	Flight Manager
FORSCOM	Forces Command
FOC	Full Operational Capability
FPI	Functional Process Improvement
FPWG	Force Projection Working Group
FRA	Federal Railroad Administration
FSMP	Full Service Moving Project
FSS	Fast Sealift Ship
FY	Fiscal Year
FY99	Fiscal Year 1999
GATES	Global Air Transportation Execution System
GATM	Global Air Traffic Management
GCCS	Global Command and Control System
GCSS	Global Combat Support System
GDSS	Global Decision Support System
GES	GTN Exercise Support
GIS	Geographic Information System
GOCO	Government-Owned Contractor-Operated
GOPAX	Groups Operational Passenger System
GOTS	Government-Off-The-Shelf
GPMRC	Global Patient Movement Requirements Center
GPRA	Government Performance and Results Act
GQT	GTN Query Tool
GSA	General Services Administration
GTN	Global Transportation Network
GTN 21	Global Transportation Network 21
HEP	High-Pressure Turbine Replacement
HET	Heavy Equipment Transporter
HHG	Household Goods
HLA	High Level Architecture
HNA-COP	Host Nation Approval - Common Operating Picture
HOST	Headquarters On-line System for Transportation
HSS	High Speed Sealift
HTML	Hypertext Markup Language
IA	Intelligent Agents

### Abbreviations & Acronyms

IA/IP	Information Assurance/Information Protection
ICAO	Internal Civil Aviation Organization
ICE	Intelligence Collaborative Environment
IFM	Integrated Flight Management
ILOC	Interlocking Lines of Communication
IMT	Integrated Management Tool
INF	Intermediate Nuclear Forces
INFOCON	Information Operations Conditions
INTERFET	International Forces in East Timor
IOC	Initial Operational Capability
IPDS	Inland Petroleum Distribution System
IRRIS	Intelligent Road and Rail Information System
ISOPREP	Isolated Personnel Report
IT	Information Technology
ITS	Intelligent Transportation System
ITV	In-transit Visibility
IWS	InfoWorkSpace
JALIS	Joint Air Logistics Information System
JCS	Joint Chiefs of Staff
JDDPI	Joint Deployment Distribution Process Improvement Initiative
JDPI	Joint Deployment Process Initiative
JDPO	Joint Deployment Process Owner
JDST	Joint Decision Support Tools
JDTC	Joint Deployment Training Center
JFCC	Joint Force Capabilities Catalogs
JFIP	Japan Facilities Improvement Program
JFRG II	Joint Force Requirements Generator II
JICTRANS	Joint Intelligence Center for Transportation
JL ACTD	Joint Logistics Advanced Concept Technology Demonstration
JLOTS	Joint Logistics Over-the-Shore
JLWI	Joint Logistics Warfighting Initiative
JMCG	Joint Mobility Control Group
JOPES	Joint Operation Planning and Execution System
JOSAC	Joint Operational Support Airlift Center
JP	Joint Publication
JPEC	Joint Planning and Execution Community
JPO	Joint Petroleum Office
JPRA	Joint Personnel Recovery Agency
JRI	Joint Relief International
JRT	Joint Requirements Team
JRTC	Joint Readiness Training Center
JSRC	Joint Search and Rescue Center
JTCC	Joint Transportation Corporate Information Management Center
JT&E	Joint Test & Evaluation
JTL ACTD	Joint Theater Logistics Advanced Concept Technology
JTMO	Joint Traffic Management Office
JTO	JOPES Training Organization
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

### Abbreviations & Acronyms

LMARS	Logistics Metric Analysis Reporting System
LMSR	Large, Medium Speed Roll-On/Roll-Off
LOGCAP	Logistic Civil Augmentation Program
M2K	Mobility 2000
M&S	Modeling & Simulation
M/T	Measurement Ton (40 cubic feet)
MAFFS	Modular Airborne Fire Fighting System
MAJCOM	Major Commands
MARAD	Maritime Administration
MBA	Military Bus Agreement
MC	Millennium Challenge
MCC	Mobility Control Center
MEDEVAC	Medical Evacuation
MEPCOM	Mobility Entrance Processing Command
MIA	Missing in Action
MILAIR	Military Air
MILALOC	Military Air Lines of Communication
MILSTAMP	Military Standard Transportation and Movement Procedures
MIT	Message Import Tool
MPOC	Mobile Port Operations Center
MPRS	Multi-Point Refueling System
MREs	Meals, Ready to Eat
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
MUA	Military Utility Assessment
MV	Motor Vessel
MWR	Morale, Welfare & Recreation
NATO	North Atlantic Treaty Organization
NAVSTA	Naval Station
NDMS	National Disaster Medical System
NEXCOM	Navy Exchange Service Command
NGPIK	Non-Government Payment In Kind
NGSL	Next Generation Small Loader
NIFC	National Interagency Fire Center
NIMA	National Imaging and Mapping Agency
NOR	Net Operating Result
NRT	Near Real Time
NSA	National Security Agency
NTC	National Training Center
OA	Operational Architecture
OCONUS	Outside the Continental United States: outside of CONUS
OPEVALs	Operational Evaluations
OPLAN	Operational Plan
OPORDS	Operational Orders
OSA	Operational Support Airlift
OSD	Office of the Secretary of Defense
OTO	One-Time-Only
PACER CRAG	Pacer Compass, Radar, and Global Positioning System
PB	President's Budget
PDS	Primary Distribution Sites
PFI	Partners in Fiscal Integrity
PFPS	Portable Flight Planning Software

### Abbreviations & Acronyms

PMO	Program Management Office
POD	Port of Debarkation
POE	Port of Embarkation
POL	Petroleum, Oils, and Lubricants
PORTSIM	Port Simulation Model
POV	Privately Owned Vehicle
PPP	Power Projection Platforms
PPSO	Personal Property Shipping Offices
PRAMS	Passenger Reservation and Manifesting System
PTOPS	Pilot Transportation Operational Personal Property Standard System
PRMS	Personnel Recovery Mission Software
PvA	Planned Versus Actual
RC	Reserve Component
RCC	Rescue Coordination Center
RERP	Reliability Enhancement and Re-Engining
RFID	Radio Frequency Identification
RFP	Request for Proposal
RITV	Regional In-transit Visibility
RND	Railroads for National Defense
RO/RO	Roll-On/Roll-Off
ROS	Reduced Operational Status
RRDF	Roll-On/Roll Off Discharge Facility
RRF	Ready Reserve Force or Ready Reserve Fleet
RSOI 00	Reception, Staging, Onward Movement and Integration 2000
RUF	Revolutionary United Front
S&M	Scheduling and Movement
S/T	Short Ton: 2,000 pounds or 0.907 M/T
SAAM	Special Assignment Airlift Mission
SAD-T	SDMI Air Distribution Test
SAM	Sailors Arranged Move
SDMI	Strategic Distribution Management Initiative
SEABEE	Sea Barge
SFOR	Stabilization Force
SG	Surgeon General
SMESA	Special Middle East Sealift Agreement
SMS	Single Mobility System
SPE	Small Package Express
SSA	Supply Support Activity
SWA	Southwest Asia
TACC	Tanker Airlift Control Center
T-ACS	Tactical Auxiliary Crane Ship
TARGET	Transportability Analysis Reports Generator
TAV	Total Asset Visibility
TBMCS	Theater Battlefield Management Core System
TC00	TURBO Challenge 2000
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
TDR	Transportation Discrepancy Reporting
TEA	Transportation Engineering Agency

**Abbreviations & Acronyms**

TEUs	Twenty-Foot Equivalent Units (20-foot container)
TFMs	Transportation Financial Management System
TIS	TURBO Intermodal Surge
TIS00	TURBO Intermodal Surge 2000
TOPS	Transportation Operational Personal Property Standard System
TPFDD	Time-Phased Force Deployment Data
TPMRC EUCCOM	Theater Patient movement Requirements Center in Europe
TRAC2ES	TRANSCOM's Regulating and Command and Control Evacuation System
TrAMS	Transportation Automated Measuring Systems
TRANSCOP	Transportation Common Operating Picture
TRANSCAP	Transportation System Capability
TRANSLOTS	Transportation Logistics Over The Shore
TWCF	Transportation Working Capital Fund
UMMIPS	Uniform Material Movement and Issue Priority System
UN	United Nations
UNAAF	Unified Action Armed Forces
UNTAET	United Nations Transitional Administration in East Timor
USAF	United States Air Force
USAFE	United States Air Forces in Europe
USC	Universal Service Contract
USCECOM	United States Central Command
USCENTAF	US Central Command Air Force
USCENTCOM	United States Central Command
USCINCPAC	Commander in Chief, United States Pacific Command
USCINTRANS	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
VITV	Vendor In-Transit Visibility
UTC	Unit Type Codes
VISA	Voluntary Intermodal Sealift Agreement
WBEL	Wide Body Elevator Loader
WHCA	White House Communication Agency
WPS	Worldwide Port System
WWX	Worldwide Express
Y2K	Year 2000



## 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)).

**Advanced Logistics Project (ALP)**. A program that recreates an organization's business rules, standard operating procedures, etc., into software that parallels the relationships and transactions of real organizations. One resulting benefit is processes that previously have been executed manually will gain a powerful automated tool to improve creation, execution, monitoring, and rapid replanning without continuous human intervention. USTRANSCOM, its components, and the Defense Logistics Agency are the principal users of ALP technology within the Defense Transportation System.

**Automated Air Load Planning System (AALPS)**. A system that performs aircraft load planning for deploying units.

**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.

## Terms & Definitions

**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.

**Commander in Chief (CINC)**. The supreme commander of all the armed forces of a nation or the officer in charge of a major armed force. Within the United States Department of Defense, the term may be applied to the President of the United States or to the officers in charge of the "unified commands" (such as the Commander in Chief, United States Transportation Command), "specified commands" (although there are currently no specified commands) as well as "component commands" (such as the Commander in Chief, U.S. Pacific Fleet) which are subordinate to the unified and specified commands. Unless otherwise stated, the term Commander in Chief or acronym CINC refers to the unified commands in this report. (Please see the definitions for unified command and specified command.)

**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 break-bulk cargo.)

**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.

**CONUS Freight Management (CFM)**. A system that automates freight rating and routing functions, prepares Government Bills of Lading (GBLs) and supports installation traffic management operations.

**Corporate Resources Plan (CRP)**. A plan that defines the resources required to fully pursue USTRANSCOM's strategic direction.

**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 Table of Official Distances (DTOD)**. A system that provides a paperless method to calculate surface transportation mileage for use in paying commercial motor carriers and Department of Defense personnel traveling by privately owned vehicle.

**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

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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.

**Electronic Transportation Acquisition (ETA) System**. A system that provides DTS customers the ability to conduct business with the Military Traffic Management Command (MTMC) through the MTMC World Wide Web home page. This system offers users a single point of entry and seamless integration to such MTMC transportation systems as freight, personal property, passenger, and ocean cargo. This system also provides links to transportation systems at USTRANSCOM, Air Mobility Command (AMC) and Military Sealift Command (MSC).

**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 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 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 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.

**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

## Terms & Definitions

his/her dependents, with certain regulatory and statutory exceptions.

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

**Integrated Computerized Deployment System (ICODES)**. An automated system that enables vessel load planners to rapidly develop a plan for storing cargo on a ship.

**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."

**In-transit Visibility (ITV)**. The ability to track the identity, status, and location of DOD unit and nonunit 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.

**Intelligent Road and Rail Information System**. A web site, still in development, which uses state-of-the-art transportation and information system technologies to provide the warfighter with transportation infrastructure data and real-time travel information.

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

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**Large, Medium Speed Roll-On/Roll-Off (LMSR) ship.** A ship that can carry wheeled and tracked vehicles and equipment. Capable of sustained speeds 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.)

**Logistics Metric Analysis Reporting System (LMARS).** A system designed to provide data regarding consolidated wholesale logistics pipeline performance to higher levels of the Office of the Secretary of Defense, Congress, and the Vice President in response to the 1993 Government Performance and Results Act. LMARS reports provide processing performance in average days for 12 segments of the logistics pipeline, three of which are designated "Strategic Transportation Segments." These are the POD processing time, in-transit movement between POD and POE, and POE processing time. LMARS reports may be further divided by three transportation priorities (TP1, TP2 and TP3) and between the Continental United States and the four Uniform Materiel Movement and Issue Priority System overseas delivery areas.

**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)).

## Terms & Definitions

**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 tray, generally made of steel 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, mainly by the use of forklift trucks.

**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 nonunit 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.

**Query**. To interrogate a database (count, sum, and list selected records). Sometimes also refers to use of Structured Query Language (SQL) statements in general. SQL is a standard database language; SQL is often augmented with vendor-specific language extensions such as Oracle Corporation's Procedural Language (PL) PL/SQL.

**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.)

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**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 Definite Delivery (TDD)**. Date a shipment is required to be delivered to receiver.

**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.

**Total Order to Receipt Time (TORT)**. The time that is required to receive supplies, from the date that an item is requisitioned through the time it is received. Usually expressed in days.

**TRANSCOM's Regulating and Command and Control Evacuation System (TRAC2ES)**. TRAC2ES is being developed by USTRANSCOM to integrate 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 ensure 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 USCINTRANS. The TCCs are the 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. TC-AIMS II is a joint development effort among the Services with the Army serving as the executive agent.

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**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 Service 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.

**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/>