

OPENING STATEMENT OF GENERAL NORTON A. SCHWARTZ, USAF

SENATE COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS,

OVERSIGHT OF GOVERNMENT MANAGEMENT, THE FEDERAL WORKFORCE, AND THE DISTRICT OF

COLUMBIA SUBCOMMITTEE

July 10, 2007

Chairman Akaka, Senator Voinovich, and members of the committee it is my privilege to be with you today representing the more than 152,000 men and women of United States Transportation Command (USTRANSCOM).

Our core mission is to provide outstanding support to the warfighter and the Nation by rapidly delivering combat power and sustainment to the joint force commander. We also redeploy our forces home and provide the utmost care in moving our wounded troops to more advanced facilities for medical treatment. In our role as the Department's Distribution Process Owner, USTRANSCOM serves as the "quarterback" of the Joint Deployment and Distribution Enterprise. We lead a collaborative effort within the Defense logistics community to develop and pursue system-wide distribution process improvements to increase the precision, reliability and efficiency of the DOD supply chain. When fully developed this enterprise will aid us in fulfilling our obligations and "keeping our promises" to our warfighters and the Nation, today and tomorrow.

Mr. Chairman, one of the enterprise development initiatives I would like to bring to your attention is the Defense Transportation Coordination Initiative (DTCI). DTCI is an effort to increase the effectiveness and efficiency of the DOD Continental United States freight movements. USTRANSCOM, in partnership with the Defense Logistics Agency (DLA) and the Military Services, is currently selecting a transportation services coordinator to manage DOD freight movements. This coordinator will have visibility of CONUS freight movements enabling load consolidation, use of more cost effective inter-modal solutions, and more intelligent scheduling. These improvements will increase the precision and reliability of freight movement, leading to increased customer confidence, cost savings and more effective workforce employment. Use of a single coordinator will also help generate relevant metrics to drive continual process improvements

across our distribution system. With a planned Aug 2007 contract award, we are now only weeks away from implementation and we look forward with great anticipation to the positive changes DTIC will have on DOD transportation.

Just as DTIC will improve commercial transportation, USTRANSCOM's Joint Deployment and Distribution Operations Center (JDDOC) concept is improving integration of strategic and theater distribution. Creation of the JDDOC was the first major DPO initiative and addressed a longstanding need for improved integration of strategic and theater distribution. JDDOC has since matured into the critical node for improving end-to-end distribution.

Let me give you an example. I will compare two moves of US Army's 10th Mountain Division, one in 2005 and one in 2006, and I'll show that traditional wisdom regarding what's the fastest means of transportation doesn't always apply. The 2005 move was planned and conducted entirely with airlift and ran into a number of problems including weather delays, customs lead times, commercial to organic transload requirements, material visibility and limited jet fuel. Thinking that there must be a better way, the United States Transportation Command DDCC, and the Central Command and European Command JDDOCs worked together to develop an air/sea solution that included transload operations at ROTA Naval Air Station, Spain. By using this multi-mode approach we were not only faster, we actually delivered 4 days sooner and about \$2M less expensive...that's an example of precise, reliable and efficient delivery to the warfighter.

In retrospect this multi-modal solution seems self-evident, however solutions do not always present themselves without linking supported combatant commanders to distribution national partners and having one entity responsible for our distribution process. The result of these efforts is each Geographic Combatant Commander now has a theater JDDOC and the concept is being codified in Joint training, policy and doctrine. The JDDOC continues to mature and late this year we will publish a third edition of the JDDOC Template that will add a framework for JDDOC performance metrics and guidance for deploying a JDDOC Forward element, in time of need.

And finally, in 2006 the Under Secretary of Defense for Acquisition, Technology and Logistics designated USTRANSCOM to be the Department's functional proponent for Radio Frequency Identification (RFID) and related Automated

Identification Technology (AIT) implementation. Under the new designation, USTRANSCOM will execute an AIT implementation strategy and develop a corporate approach for use of active and passive RFID, satellite tracking, bar codes and other asset visibility technologies. We have recently published an AIT concept of operations to improve overall support to the warfighter and an AIT Implementation Plan is under development. Our goal is to ensure AIT enhances asset visibility and maximize deployment and distribution operational efficiencies across the DOD Supply Chain.

I am grateful to you and the committee for allowing me to appear before you today to discuss these and other important issues. I look forward to your questions.