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SENATE ARMED SERVICES COMMITTEE

STATEMENT OF
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SENATE ARMED SERVICES COMMITTEE
"USS COLE - IMPLICATIONS AND IMPLEMENTATION OF LESSONS LEARNED"
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Introduction

Mr. Chairman, distinguished members of the committee, thank you for this opportunity to appear before you as Commander in Chief, United States Transportation Command (USTRANSCOM), to discuss the "USS Cole--Implications and Implementation of Lessons Learned".

Today, America and the international community depend on the U.S. military to perform a wide range of warfighting, peacekeeping, and humanitarian missions. That said, no matter what the mission, whether at home or abroad, it is this country's Defense Transportation System (DTS) which enables America to quickly extend its "hand of friendship" or "fist of war" to whatever location on the globe it chooses to become involved. In fact, America's DTS, with its people, trucks, trains, aircraft, ships, information systems, and infrastructure, provides the U.S. the most responsive strategic mobility capability the world has ever seen. USTRANSCOM's responsibility is to manage this global mobility system.

USTRANSCOM's "sole source" responsibility as the exclusive heavy lift provider to the U.S. military (as well as to a host of other U.S. agencies), coupled with its responsiveness and global reach, keep the command in a constant state of motion. At every moment of every day, at hundreds upon hundreds of locations around the globe, USTRANSCOM's superb soldiers, sailors, airmen,

marines, coast guardsmen, and civilians are making our vision of world class joint global mobility a reality. For example, during a typical week, USTRANSCOM operates an average of 1,669 strategic air mobility missions transiting an average of 52 countries, operates 22 military ocean ports in 13 countries, and has 20 chartered military ships underway. Thirty-six additional government-owned and chartered vessels, loaded with military cargo, are strategically prepositioned around the world, significantly increasing the responsiveness of urgently needed U.S. military equipment and supplies during time of crisis. USTRANSCOM does all of this as a total-force team of active duty, guard and reserve personnel, civilians, and commercial partners, bringing the total synergy of U.S. military and commercial transportation resources to bear in time of peace and crisis, wherever in the world they may be required.

The above "picture" is drawn not to impress anyone with the tremendous scope of the USTRANSCOM mission, but more, to try to illustrate the vulnerability of the various elements of the DTS--ships, trucks, trains, and planes, each typically operating as a single entity wherever on the globe USTRANSCOM's mission may take it--to the challenges posed by today's terrorist element. With USTRANSCOM and its transportation component commands--AMC, MSC, and MTMC--serving as today's classic example of "units in transit," there is no organization in the Department of Defense

today with a greater interest in antiterrorism and force protection (AT/FP) than the United States Transportation Command.

Recent Operations

USTRANSCOM's daily Global CINC-support mission, coupled with DOD's Joint exercise program, gives USTRANSCOM the opportunity to "plan and execute" regularly with the regional CINCs and their Service component commands and staffs. Additionally, it gives the command an opportunity to exercise surge shipping, prepositioned afloat stocks, military air and sea ports, air mobility crews and staffs, reserve component forces, and the staff at USTRANSCOM. Last year, USTRANSCOM participated in 117 Joint exercises worldwide. These exercises not only allow us to revalidate current capabilities, they also allow us to test new capabilities, as well as to improve the processes we use to move Department of Defense (DOD) cargo within the worldwide transportation network.

USTRANSCOM is a "high tempo" command. In fact, the command's operational pace during peacetime--especially that of our Air component--has increased dramatically since Operations DESERT SHIELD and DESERT STORM. As an example, let me describe USTRANSCOM's contributions to our most noteworthy mission since I last testified before this committee...that being our support for combat operations in the former Yugoslavia. Beginning in February 1999, AMC tanker and airlift aircraft began leading the

deployment of combat and combat support aircraft to Europe in support of increasing the military capability available to the North Atlantic Treaty Organization (NATO) in the theater. In March of that same year, Operation ALLIED FORCE began in earnest, with an air campaign that lasted 78 days...a campaign which ultimately required USTRANSCOM and its Component Commands to split their capabilities three ways to simultaneously support the three distinct mobility missions which emerged through the multiple phases of ALLIED FORCE.

For example, at the commencement of ALLIED FORCE, USTRANSCOM's first missions were in support of the United States European Command (USEUCOM) and NATO strategic deployment of combat and combat support aircraft to European bases. In this phase, AMC air refueling aircraft established an air bridge across the Atlantic to deploy combat, combat support, and airlift aircraft...with our airlift aircraft deploying accompanying support personnel and equipment. Additionally, AMC deployed a Major Theater War (MTW)-sized air refueling force...augmented by forces generated through a Presidential Reserve Call-up of Guard and Reserve Forces...to bases in Europe to support theater air operations. MSC and MTMC simultaneously began deploying ammunition from the U.S., through European ports, onward to NATO airbases.

As the air campaign intensified, two new missions evolved requiring substantial USTRANSCOM support. The first occurred when refugees streamed across Kosovo's borders into Albania and Macedonia. AMC supported NATO's relief efforts with military and commercial contract airlift missions, providing emergency assistance to refugees. The second additional mission was deployment of the U.S. Army's Task Force Hawk from continental United States (CONUS) and Central European bases into Albania. All USTRANSCOM components supported this effort, with AMC providing airlift and air refueling support, MTMC operating seaports in Italy and Albania, and MSC providing sealift.

It was during this phase that the C-17 became the "workhorse" airlifter of the campaign by operating as both an intertheater and intratheater airlifter, flying 430 missions into Albania. The aircraft performed superbly and offered the combatant commander a new capability with its large capacity and ability to land and operate at very short, austere airfields. Finally, as the air campaign ended, USTRANSCOM supported Operation JOINT GUARDIAN, the deployment of NATO peacekeeping forces into Kosovo by air, land, and sea.

Support to ALLIED FORCE was a total force effort by USTRANSCOM. AMC tanker aircraft, placed under the operational control of USEUCOM, performed nearly 7,000 air refueling missions, greatly extending the range and "on-station time" of

U.S. and allied combat and combat support aircraft. An additional 654 strategic air refueling missions were performed in support of the various deployments. AMC also flew 1,108 strategic airlift missions and contracted for an additional 66 commercial airlift missions in support of ALLIED FORCE.

Simultaneously, MTMC operated at two U.S. seaports and eight European seaports in support of the deployment and onward movement of unit equipment, supplies, and ammunition. As NATO air strikes began against Serbia, MTMC began transshipment operations at seaports closest to the strike area. The cargo was transported in vessels managed and directed by MTMC in support of Task Force Eagle and Task Force Shining Hope, the military and humanitarian programs (respectively) to aid Kosovar refugees.

The first major evidence of this support came in the form of the SS Osprey, which arrived May 2 in Durres, Albania. The Osprey's arrival signaled a critical surface transportation benchmark in the fielding and supply of American forces in Albania.

The Osprey, a MSC charter, carried 60 vehicles, or 11,000-square feet of Air Force cargo. It was loaded by MTMC's 839th Transportation Battalion, Livorno, Italy and unloaded in Durres by MTMC's 840th Transportation Battalion, Izmir, Turkey. Unloading of the Osprey took place without incident. Within a week, MTMC initiated regular ferry operations from Brindisi,

Italy, to Durres. For example, some 35,000-square feet of equipment and supplies were moved into Albania between May 7th and 11th. After arriving at Brindisi by rail from Germany, the freight was loaded aboard an Adriatic Sea ferry--chartered by MSC--and shuttled northeast by east, from Brindisi to Durres, in four ferry runs.

A critical shift in surface transportation support took place with the cessation of hostilities, as MTMC shifted gears and began to focus on the movement of the Army task force assigned to perform peacekeeping duties in Kosovo.

In the initial entry, MTMC delivered three shiploads of combat equipment from the 1st Infantry Division via Thessaloniki, Greece, on the northern edge of the Aegean Sea. The ship cargoes included hundreds of combat vehicles and scores of shipping containers with equipment to support the 7,000 soldiers of Operation Joint Guardian.

Strategic sealift also played a key role in supporting the combat forces involved in Kosovo operations. MSC supported ALLIED FORCE with 34 strategic sealift ships to include three prepositioning ships. Additionally, MSC tankers carried most of the fuel products used in support of the operation, totaling more than 300 million gallons. MSC supported 29 strategic lift movements, including movement of U.S. Army combat forces from Bremerhaven, Germany to Thessaloniki, Greece. Sealift carried

over 1.2 million sq. ft. of vehicles and equipment; 245,280 sq. ft. of ammunition; plus equipment and supplies to assist the more than 400,000 ethnic Albanian Kosovo refugees.

Following ALLIED FORCE, USTRANSCOM supported a fairly steady series of special "headline" missions and humanitarian deployments around the world. For example, AMC airlifted two Federal Bureau of Investigation (FBI) teams to Kosovo in July and August of 1999 to assist in investigations of war crimes. In July 1999, an AMC C-141B aircraft, supported by two air refueling tankers, airdropped medical supplies over Antarctica to aid an ill American doctor. On 16 October 1999, an AMC New York Air National Guard (ANG) ski-equipped LC-130 airlifted this same physician from Amundsen-Scott South Pole Research Station to McMurdo Naval Air Station on Antarctica's northern coast. Only Air Force airlift aircraft and aircrews had the capability to accomplish this challenging and lengthy mission during the bitterly cold Antarctic winter.

A world away, USTRANSCOM continued its support of those in need following a massive August 1999 earthquake in Turkey. To aid Turkish recovery efforts, an AMC C-5 deployed 70 members of the Fairfax County Virginia Urban Search and Rescue Team to Istanbul on a nonstop flight sustained by two air refuelings. All in all, AMC completed 20 airlift missions in support of Turkish relief efforts. A subsequent Turkish earthquake in

November of 1999 claimed over 400 lives and injured over 3,000. AMC and USTRANSCOM relief efforts for this earthquake mirrored the earlier efforts.

In September 1999, USTRANSCOM responded to another earthquake, this time in Taiwan. Again, AMC deployed a rescue team from Fairfax County, Virginia and again, a C-5 aircraft deployed the team direct, nonstop to Taipei. This flight lasted 18 hours and required two air refuelings.

The year 2000 found USTRANSCOM supporting flood relief in South America and East Africa. In Venezuela, USTRANSCOM flew eleven C-17 and five C-5 missions, transporting 189 passengers and over 527 short tons of food, water, blankets, water purification systems, and other supplies. These missions helped the people of Venezuela recover from a devastating flood that left almost 400,000 people homeless, 20,000 to 30,000 dead, and destroyed 23,000 homes. In Mozambique, a three-month relief operation resulted in the formation of Joint Task Force Atlas Response. During Atlas Response, USTRANSCOM aircraft flew 29 missions, carrying 720 passengers and 910 short tons of cargo to aid the almost 1 million people made homeless by the rising floodwaters from Cyclone Elaine.

In our own country, on 2 February 2000, AMC flew a nine-person team and 160,000 pounds of Navy search equipment to

California to assist in the recovery operations for Alaska Airlines Flight 261 off the California coast.

This past summer saw the worst western wildfires in 50 years. USTRANSCOM and AMC flew 30 missions and deployed 3,682 Army and Marine passengers, and 206.7 short tons of equipment to battle the fires.

During this same time period, USTRANSCOM completed the first rotation of U.S. forces supporting Task Force Falcon in Kosovo via airlift and sealift. The redeployment returned the original participants to U.S. and European bases and deployed replacements from U.S. bases to Kosovo. In April of 2000, AMC flew over 130 Polish troops and 102.5 short tons of their equipment into Kosovo, marking the first time Polish forces had been transported aboard a U.S. aircraft in support of NATO requirements. Also, for the first time, USEUCOM used trains to transport peacekeeping troops and equipment from Germany through Bulgaria and Macedonia into Kosovo. This rail-overland approach saved seven days from the normal twelve-day sea-overland method previously used. USTRANSCOM also supported the sixth rotation of U.S. forces to the International Stabilization Force in Bosnia with strategic lift.

In October of 2000, the Aeromedical Evacuation (AE) System provided Strategic AE support to the 39 sailors injured during the USS COLE Bombing in the waters off of Yemen. The injured

sailors were returned to the United States during a two week period utilizing strategic airlift coordinated by the Theater Patient Movement Requirements Center, located in Ramstein Germany and the Global Patient Movement Requirements Center, which is located at Scott Air Force Base (AFB).

Additionally, USTRANSCOM and AMC relocated our Denton Humanitarian Cargo receiving and shipping hub from Pope AFB, North Carolina, to Charleston AFB, South Carolina, offering more direct access to strategic airlift and sealift to better support this important program. Utilizing military airlift and sealift, the Denton program moved over 2.5 million pounds of humanitarian cargo from 86 donors to 39 countries in the year 2000 alone.

The events just described are only a "snapshot" of the missions USTRANSCOM performed or participated in since USCINCTRANS last testified before this committee. Though sometimes small in scale, the FBI deployments, Antarctic airdrop/rescue, earthquake relief, flood relief, airline crash recovery support, and wildfire support efforts demonstrate the tremendous reach and responsiveness unique to USTRANSCOM's airlift forces. They are also representative of the myriad of tasks mobility forces must be prepared to execute, most often on very short notice.

Several points are important to note in assessing these events. For one, America's mobility force is often as busy in

"peace" as it is in war. Even though responses to events such as Hurricane Mitch are not as large or sustained as ALLIED FORCE, such operations are conducted within peacetime manning and materiel constraints. At the same time, USTRANSCOM continues support for Joint Chiefs of Staff and regional CINC-sponsored exercises, ongoing operations such as NORTHERN and SOUTHERN WATCH, and channel airlift missions worldwide. As a result, the command's peacetime force structure must routinely surge to wartime operational levels. For aircrews alerted on short notice to fly relief support to disaster areas, move fighter and bomber squadrons to Southwest Asia or Europe, or replace deployed crews in moving channel cargo, the tempo can be very similar to wartime. The more frequently we do these missions, the more our people look and feel as if they are on a wartime footing during peacetime. The past few years have brought one deployment after another, hence the observation that USTRANSCOM is often as busy in peace as in war.

All the above aside, although USTRANSCOM is heavily committed around the globe conducting a wide variety of critical peacetime missions, our ability to support the warfighter during two nearly simultaneous MTWs is our paramount indicator of command readiness.

AT/FP Intelligence Efforts

USTRANSCOM is unique among DOD's CINCDoms in that it has no specific geographic area of responsibility (AOR); that said, TRANSCOM's assets daily transit DOD and commercial ports around the globe, frequenting, over the course of a typical year, facilities in almost every one of the world's countries. This simple fact--the "mission driven" inevitability of TRANSCOM's daily global presence...and concomitant daily vulnerability...drives its own kind of special challenge...one we think about and work to minimize everyday. As the tragic bombing of the USS COLE demonstrated, assets bearing the U.S. flag are potential targets of terrorism at any time and any place they may operate. In fact, USS Cole "lessons learned" highlighted a long-standing seam in the fabric of efforts to protect our forces, namely in-transit forces. Well before the USS COLE tragedy and the Commission's identification of the AT/FP seams for in-transit forces, the intelligence and counterintelligence efforts of USTRANSCOM focused heavily on ensuring our component commands were covered under the force protection umbrella of the areas being transited. This focus existed not only within the command but also with our partners at the various geographic CINC and national agency headquarters. For example, USTRANSCOM's counterintelligence staff office is dedicated to collection against, and dissemination of, information on the threats posed

by foreign intelligence services and the increasingly menacing pool of terrorists capable of threatening USTRANSCOM assets. This small office works hand-in-hand with our Joint Intelligence Center-Transportation (JICTRANS), which provides me, my staff, and component commanders a 24-hour-a-day, seven day-a-week Indications and Warning (I&W) capability.

Because of the unique intelligence needs of a system of single aircraft and ships, operating independently, daily, at "off-line" locations around the world, we are also very, very dependent on a robust and responsive national and defense intelligence system beyond USTRANSCOM. We rely heavily on the analysis of our counterparts in the geographic commands' Joint Intelligence Centers and Joint Analysis Centers, but we also know that daily, we operate through many locations in their AORs which are otherwise very low on their priority lists. Analysis and collection from our national intelligence agencies are equally critical for us. Frequently, the "last piece of information" we require to make our analysis "whole", may come from a U.S. Defense Attaché in an African capital, a CIA clandestine source with knowledge of the Middle East, a tip-off from a National Security Agency (NSA) intercept, or a National Imagery and Mapping Agency (NIMA) analysis of an airfield image provided by a national system launched by the National Reconnaissance Office (NRO). The point is, without the entire gamut of intelligence

resources at our disposal, our ability to protect our forces could be severely degraded.

In recent months we have raised the (already) number one priority of intelligence support to force protection to an even higher level. For example, the command is engaged in an aggressive customer outreach program where representatives from our Intelligence, Force Protection, and Operations Directorates are taking "our story" to the geographic CINCs, their components and our area commands in their respective areas of responsibility (AORs). The fact that mobility assets often travel in smaller numbers and with lower operational visibility has mandated for years that USTRANSCOM take steps to ensure movements of these assets are included in the overall force protection efforts of the appropriate geographic CINCs. The Cole bombing only underscored the importance of our efforts...and added a new "sense of urgency" to our focus. From an intelligence perspective, the Cole Commission reported: "...theater JICs and component intelligence organizations must place a greater priority on supplying relevant intelligence tailored to the AT/FP and intelligence preparation of the battle space (IPB) requirements for units transiting their area of operations". Through the positive support of all involved, we are closing seams and effecting a significant improvement in the lash-up of

TRANSCOM assets with theater joint intelligence centers and component "threat watches" around the world.

AT/FP Challenges and Responses

USTRANSCOM aircraft, ships, Tanker Airlift Control Elements (TALCEs), and crews operate daily in significant or higher threat level areas, and are for the most part unarmed. Only through close coordination with embassy country teams and the geographic CINCs, and the extensive efforts of our own threat working groups, are we able to approach mitigation of the threat. That said, there are still significant vulnerabilities we deal with every day, to include host nation restrictions regarding arming of our security teams, restrictions on the use of our Aircraft Defensive Systems (ADS) in certain locations, and reliance upon host nation contracts for services performed.

Probably my greatest concern--every day--is the threat posed by the increasing global proliferation of man portable air defense systems (shoulder-launched anti-aircraft missiles) or MANPADs. Additionally, increasing numbers of potential adversaries have developed, or are developing, sophisticated integrated air defense systems (IADS). We know that MANPADs are available and are likely in the hands of our terrorist adversaries. According to a 1997 CIA Report, over the preceding 19 years, the global proliferation of MANPADS has resulted in over 400 casualties in 27 incidents involving civil aircraft

alone. As an unfortunate modern-day "fact-of-life", this proliferation has forced air mobility planners to frequently select less than optimal mission routes due to lack of defensive systems on airlift aircraft. In fact, most recently, during Operation ALLIED FORCE, concerns about the Yugoslav air defense system, especially their mobile launchers and MANPADS, forced these types of mission route changes on a regular basis. To counter threats such as these, in the future, AMC and the Air Force are developing a Large Aircraft Infrared Countermeasures (LAIRCM) system designed to protect mobility aircraft required to operate in such environments.

Some, but not all, of our organic airlift fleet is equipped with an early generation aircraft defensive system (ADS). Unfortunately, this version of ADS, the only system currently capable of providing even minimal protection for large aircraft, is very sensitive and, as a consequence, will occasionally cue on light sources in the same spectrum as the surface-to-air missiles it is designed to protect against, and can launch flares inadvertently, even though the aircraft is not actually being targeted by a MANPAD or other system. Although our flares pose no actual risk to anyone or anything on the ground, the political sensitivity of inadvertent flare launch has led several nations to deny ADS use in parts of their airspace. A new generation of ADS, one which AMC will field over the next several years, will

reduce the likelihood of inadvertent launch. That said, current funding only supports equipping a fraction of the airlift fleet while retaining the current, older systems for the remainder. Of course, none of our commercial contract carriers are ADS equipped. We rely on their commercial profile and markings, blending them in with other commercial air traffic, to mitigate their risk. In the meantime, I'm encouraged by the State Department's direction to our ambassadors to work with our geographic CINCs and respective host nations to increase their responsiveness to our need to protect our forces and thereby reduce sensitivity to ADS use. This direction focuses on allowing U.S. forces maximum opportunity to protect themselves, as well as on the requirement for host nation security forces to better protect our people and resources while in, or transiting, their countries.

Much like the USS Cole, the strategic sealift fleet of USTRANSCOM's Navy component, Military Sealift Command (MSC), is also vulnerable to terrorist or asymmetric attack. MSC's merchant vessels are essentially defenseless, yet they carry large volumes of high value DOD cargo during contingencies, and are vulnerable to attack in port, at anchorage, and in-transit through disputed waterways and choke-points worldwide. Since they may operate independent of naval escorts, and since they are typically operated by small, lightly armed (if armed at all)

civilian crews, we are reviewing options to ensure their protection from a growing number of asymmetric threats including piracy and terrorism. Of course, our primary reliance is, and must be, on the geographic CINCs and their component commands to provide port and waterside security. And, in this regard, both the Navy and the regional commanders have significantly increased their involvement in providing protection for all naval vessels. That said, in my view, due to the relatively small size of the crew complement aboard these merchant ships, technology must be the additional "force multiplier" that provides us the capability to detect, identify, and deter threats. For example, MSC is developing a ship defensive system that will use thermal imaging and intrusion detection devices to help protect the merchant shipping used by DOD. In the end it is our expectation that the combination of an increased awareness by all parties, coupled with wise investments in modern detection and defensive technologies, will provide our ships, in the future, with the level of deterrence and protection they require.

The land element of USTRANSCOM's strategic mobility triad is MTMC, our Army component. MTMC's port handlers are deployed to high threat locations on a daily basis. Operating as small teams, most often without the benefit of other U.S. forces present, they too, in their own way, are vulnerable. To the maximum extent possible, we tie these personnel into the force

protection plans of the closest U.S. military facility or American Embassy to which they are operating. These soldiers and civilians are well-trained in individual protective measures and employ these measures to reduce their profile and therefore their vulnerability.

Weapons of mass destruction (WMD) attacks by terrorist groups, and state-sponsored or non-state actors, pose an ever increasing threat around the world. Nuclear, biological, or chemical (NBC) weapon attacks on enroute or arrival airfields and seaports during a major deployment would significantly reduce throughput, dramatically slowing the arrival of combat forces and/or sustainment supplies into the respective CINC's AOR. Again, in-transit mobility forces would rely on the appropriate geographic CINC for the major portion of their WMD force protection. That said, our military aircraft and ships are prepared to (and would) operate, as required, in contaminated environments. On the other hand, our Civil Reserve Air Fleet (CRAF) and Voluntary Intermodal Sealift Agreement (VISA) commercial carriers are not obligated to proceed into such areas, and given today's increased threat, we are doing everything possible to provide reasonable protection for our commercial crews who, despite all precautions, could be trapped in a port, and exposed inadvertently to contamination while supporting a deployment. Additionally, AMC is developing and testing a

procedure designed to protect commercial aircraft and personnel by transloading cargo from commercial aircraft onto military aircraft. This procedure will allow AMC to keep the commercial side of its lift effort moving forward, as far as possible, into protected areas, and by transloading that cargo onto organic (military) aircraft, continue its last leg of movement into the higher-risk areas. This will hopefully ensure, in time of crisis, a near uninterrupted flow of personnel and cargo into a theater.

Significant progress has been made in improving the protection posture of our merchant mariners. Five of six Maritime Union Schools have been certified to teach chemical, biological, and radiological (CBR) defense courses and three of seven maritime academies are preparing to teach MSC-sponsored CBR defense courses. Today, all Fast Sealift Ships (FSSs), Large Medium Speed Roll-on/Roll-off Ships (LMSRs), and prepositioning ships are CBR defense equipped. Recently, MSC also received funding to begin purchasing CBR defense equipment for Ready Reserve Force (RRF) ships and, to date, \$987,000 has been obligated to fully outfit 36 of 76 RRF vessels.

Progress is also being made in providing protection for our Civil Reserve Airlift Fleet (CRAF) aircrews. Although we would never require a civilian crew to operate in a known hazardous area, AMC stores and maintains protective clothing and equipment

for issue to civilian aircrews prior to their entry into even potentially hazardous areas. This equipment is currently stored at a central location for inventory and replenishment reasons and stands ready for immediate issue.

USTRANSCOM AT/FP Initiatives

USTRANSCOM possesses only limited physical AT/FP capability itself--provided by security forces under our direct command. In fact, the sole organic defensive capability available to USTRANSCOM units is Air Mobility Command's (AMC's) PHOENIX RAVEN program. Under the direction of AMC's Tanker Airlift Control Center (TACC), these forces are specially trained and equipped for the close-in defense of individual aircraft and crews. At the recommendation of the AMC Threat Working Group (TWG), PHOENIX RAVENS deploy as part of the aircrew in two to four-person teams to augment security provided by supported CINC and host nation forces. Though an extremely successful program, it is imperative to understand that PHOENIX RAVENS are intended only to augment existing forces and not to relieve geographic CINCs or Chiefs of Mission of their AT/FP responsibility.

The cornerstones of our AT/FP processes at USTRANSCOM are oversight and coordination. To facilitate the oversight process, the USTRANSCOM force protection office developed the Force Protection Oversight Program (FPOP). This web-based program

tracks compliance with all thirty-one DOD anti-terrorism standards for each of the component commands, down to their individual units. This program gives our commanders the ability to report their compliance status and to provide details of shortfalls, "get well" plans, and resource requirements. Through this program, my staff and I have immediate access to the status of all forces under our purview, down to the unit level.

Obviously, USTRANSCOM relies heavily on the geographic CINCs for force protection support. That said, we recognize that the constant movement and relatively low profile of some of our assets make such support a significant challenge, one for which we share a great deal of the responsibility for success. Along this line, we think we are making significant progress in mitigating the force protection vulnerabilities of our assets. The AMC Threat Working Group (TWG) process, which is essentially an "operational risk management" system, has long been the benchmark for U.S. Air Force AT programs and is clearly a potential blueprint for one element of an enhanced Navy Port (and "transiting ship") AT program. Even before the attack on the USS COLE, AMC was conducting daily, individual assessments of each and every mission into significant or higher threat level locations. This robust TWG process evaluates a number of factors, to include terrorist threats against force protection posture at airfields, then recommends additional measures (if

required) for implementation by the TACC and/or by our crews. In some cases, their recommendations require requests for additional supported CINC and/or host nation security forces. The TWG process covers missions by both Air Force aircraft, as well as missions by our commercial contract carriers. While not unique in structure, this coordinated effort of Intelligence, Security Forces, and Operations is certainly among the most comprehensive programs of its kind in DOD. Furthermore, AMC's robust and successful TWG process is now being replicated in other theaters. At USTRANSCOM, we have also created a similar "Force Protection Triad" of intelligence, force protection and operations staffs to ensure inter-theater, unified command oversight of all potential threats and corresponding counter-measures for all CINCTrans missions, be they by air, sea, or on the ground.

With regards to USTRANSCOM's maritime assets, I'm encouraged by what I see going on around the world to provide increased protection for MSC's ships, especially in the CENTCOM area of responsibility. Our MSC theater units are now linking with theater threat working groups, and theater intelligence centers are working to ensure increased visibility for USTRANSCOM maritime assets. Along these lines, our Counterintelligence Office and JICTrans are aggressively engaged with our components, working to ensure an effective federated risk management process is supported across geographic areas of responsibility as well as

across our operations, intelligence, and logistics functional mission areas, to achieve 100 percent coverage. Furthermore, we are working with the intelligence and force protection offices for each USTRANSCOM Component Command to ensure they have the necessary connectivity to receive all pertinent threat data.

The enhancement of our force protection posture and capabilities is one requiring constant attention and increased resources. USTRANSCOM's responsibilities span the globe, hence any threat to American interests, anywhere, is at least a collateral threat to our people and our assets. There are many good news stories out there, such as the U.S. Joint Analysis Center in the United Kingdom dedicating a new position on their 24/7 watch to focus solely on transiting forces. Also noteworthy are our intensified actions to ensure "eyes-on" tracking of the lower profile MSC vessels, and small numbers of MTMC personnel moving in and out of relatively unknown ports. Still, the challenges are great and only through the continued and increased teamwork of the entire intelligence and counterintelligence communities can we hope to remain successful.

Conclusion

The bombing of the USS Cole was a tragic event--in fact, the latest in a long series of tragic events--that only serves to remind all Americans of the risks our brave service men and women face everyday as they carry out the myriad of missions we ask

them to perform. Our hearts go out to those who lost loved ones or were injured in the USS Cole bombing. Yet, while we grieve with the families of the USS Cole victims, USTRANSCOM is working diligently to mitigate the risk of future attacks on U.S. forces.

That said, in closing, let me reiterate some of the key steps USTRANSCOM has taken, and/or is taking, to reduce the vulnerability of our forces operating daily around the globe. First, the command individually reviews each strategic air and sealift mission into significant or higher threat areas and coordinates specific mitigating measures with the supported CINC or Chief of Mission to ensure adequate FP is provided for these "in-transit" forces. Additionally, I reserve the right to "veto" any mission into a "significant" or higher threat location where adequate FP cannot be provided, attempting in such cases, where it is at all feasible, to move the mission into a nearby alternate airport or seaport where FP is adequate to counter the threat. USTRANSCOM is also continuing coordination with the geographic CINCs for increased security "vetting" and/or escort of Host Nation and/or Third Country National contract personnel who service AMC aircraft, MSC or MARAD ships, and MTMC port operations. Finally, we will continue to pursue programs like LAIRCM (and similar defensive technology efforts), as well as the funding that goes with them, to improve the self-protection capabilities of our resources.

The "quiet heroes" of the U.S. Transportation Command, who I am so proud and honored to command, stand ready daily to perform their critical mobility mission in support of the full range of tasks assigned. Realizing the tremendous value of our transportation assets, as well as the critical importance of our global mission, we constantly strive to ensure the best possible protection for our active and reserve soldiers, sailors, airmen, and marines, as well as for our civilian employees, commercial partners, and our equipment, against terrorist attack or any other asymmetric threat. Making the best possible use of currently available intelligence, counterintelligence, and physical force protection information and assets, the command will continue to do everything we can to enhance AT/FP and to seek new opportunities for cooperation with others in the DOD community. Let me close by saying thank you, once again, for this opportunity--to present USTRANSCOM and its ongoing AT/FP efforts to this committee.