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[H.A.S.C. No. 113–81]

HEARING

ON

NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2015

AND

OVERSIGHT OF PREVIOUSLY AUTHORIZED PROGRAMS

BEFORE THE

COMMITTEE ON ARMED SERVICES
HOUSE OF REPRESENTATIVES

ONE HUNDRED THIRTEENTH CONGRESS

SECOND SESSION

FULL COMMITTEE HEARING

ON

THE POSTURE OF THE U.S. SPECIAL OPERATIONS COMMAND AND U.S. TRANSPORTATION COMMAND

HEARING HELD
FEBRUARY 27, 2014



U.S. GOVERNMENT PRINTING OFFICE
86–971 WASHINGTON : 2014

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THE POSTURE OF THE U.S. SPECIAL OPERATIONS COMMAND AND U.S. TRANSPORTATION COMMAND

HOUSE OF REPRESENTATIVES,
COMMITTEE ON ARMED SERVICES,
Washington, DC, Thursday, February 27, 2014.

The committee met, pursuant to call, at 10:03 a.m., in room 2118, Rayburn House Office Building, Hon. Howard P. "Buck" McKeon (chairman of the committee) presiding.

OPENING STATEMENT OF HON. HOWARD P. "BUCK" MCKEON, A REPRESENTATIVE FROM CALIFORNIA, CHAIRMAN, COMMITTEE ON ARMED SERVICES

The CHAIRMAN. The committee will come to order.

Good morning.

The committee meets today to receive testimony on the posture of U.S. Special Operations Command [USSOCOM] and U.S. Transportation Command [USTRANSCOM].

Today we have with us Admiral William H. McRaven, Commander, U.S. Special Operations Command, and General William M. Fraser III, Commander, U.S. Transportation Command.

Thank you both for your many years of service and for joining us here today.

With the budget release delayed until next week, we are at a disadvantage in discussing the details of the budget and whether your priorities and requirements are addressed therein. To this end, I have requested a list of unfunded requirements from each of your commands. However, I would imagine that you can discuss the implications of the key decisions that Secretary Hagel unveiled in his budget preview on Monday.

It is clear that continued cuts to defense are driving cuts in personnel, readiness, and modernization. These have real consequences in your areas of responsibility that I hope you will discuss here with us today.

SOCOM continues to play a critical role in the areas of counterterrorism, unconventional warfare, and countering weapons of mass destruction. However, I am concerned the cuts to defense across each of the services may doubly impact our special operations forces as most special operations require critical conventional force assistance. To draw down one inevitably hurts the other.

U.S. Transportation Command is a critical enabler, executing the logistical requirements for ongoing U.S. military efforts across the globe for the movement of cargo as well as personnel. The challenges TRANSCOM faces continue to grow as retrograde from Afghanistan continues and the military rebalances to the Asia-

Pacific. We must remain ready to respond to contingencies elsewhere in the Middle East and Africa.

In light of persisting budget constraints, the military is challenged to maintain its readiness posture, being forced to shed force structure, curtail flying hours, and return ships to port, reducing the availability of every lift capability upon which TRANSCOM relies.

In short, SOCOM and TRANSCOM continue to execute vital military missions across the globe.

Gentlemen, I look forward to your testimony. We are extremely grateful, as I said, for your service to our Nation.

I also want to congratulate General Fraser on his upcoming retirement, what will have been more than 40 years of dedicated service to our Nation.

We were just talking in the other room. I asked him what he was going to do on his retirement and he said, "Well, I am going to move into a new home." And his wife is down there today receiving the furniture, while he is sitting here carrying out his duties. She once again has to sacrifice on behalf of our Nation. And thank you, thank you very much.

Mr. Smith.

STATEMENT OF HON. ADAM SMITH, A REPRESENTATIVE FROM WASHINGTON, RANKING MEMBER, COMMITTEE ON ARMED SERVICES

Mr. SMITH. Thank you, Mr. Chairman.

And welcome to our two distinguished guests, Admiral McRaven and General Fraser. It is good to see you.

General Fraser, I share the chairman's remarks and congratulate you on a tremendous career in great service to your country, and wish you well in your retirement.

And you are in charge of two of the more critical commands that make our military work. Certainly, TRANSCOM has performed some just unbelievable feats over the course of both the Iraq and Afghanistan war, and with all the challenges that come with moving the men and equipment and everything that goes into making sure that our warfighters have what they need, when they need it, in some very difficult environments where, you know, the typical areas where you could transport shifted, depending on our alliances and how we were doing with various countries.

Every time I am in Afghanistan, I am overwhelmed by the job that you do. Last time we were there, they were showing us an area where we were sort of pulling all the stuff out, and all the stuff that was involved there, and the logistical challenge of getting it out in a responsible and an efficient way. I think you are doing a tremendous job.

You know, one of the things we will really be interested in hearing from you this morning, of course, is as we go forward in Afghanistan, that the great unanswered question is: Do we get a bilateral security agreement [BSA]? And if so, when? And how does that affect our ability to pull out of Afghanistan responsibly?

You know, are we in a position to wait until July or August to get that BSA signed and still be able to, if it doesn't get signed, make the transportation and the movements that are necessary to

get our troops and equipment out. So I would be very interested in that piece.

And Admiral McRaven, I think some of the most fun I have had in Congress was when I got to chair the subcommittee that had jurisdiction over the Special Operations Command. What you guys are able to accomplish and do is truly remarkable and amazing. It is an incredibly talented group of people that you work with and I know you know that.

It is not just, you know, what we see in the movies and everything. You know, obviously, getting Bin Laden was, you know, right at the top of the list. But what I see every day is the understanding that the special operators have of what it truly means to secure a dangerous place: that it is not just a matter of killing the bad guys. It is learning how to prepare the environment so that the good guys are in a better position. It is training and equipping our allies and our partners. You know, it is building up the necessary infrastructure so that the government has the support it needs.

You know, there is a wealth of skill in the Special Operations Command that is just, you know, the great pride of our Nation. And as we go forward, you know, that is going to be a critical piece of the fight. When you look at the biggest challenge we face right now is, I believe, the metastasization of Al Qaeda and their ideology. They are no longer conveniently in one or two places plotting and planning against us where we can target them. That ideology has spread.

Will we face threats to the homeland from places like Syria, where new Al Qaeda affiliates are growing? Or Iraq, where they are back? Or Mali? It is hard to say. And the ISR [intelligence, surveillance, and reconnaissance] that SOCOM is able to provide and the ability to give us that analysis of what the threat environment looks like is going to be critical—that asymmetrical warfare is going to be the number one thing we need to protect ourselves.

I am pleased that SOCOM, you know, continues to do relatively well in the budget. I say "relatively well" because I will close by echoing the chairman's comments, you know, that our greatest challenge remains the budget uncertainty. And it is great that we have got, you know, sort of 2 years of relative peace. Those are still a tough 2 years.

The top-line number is not what I think anyone on this committee would like it to be. We have to live within it, but the truly scary fact is that top-line number may look like a walk in the park compared to 8 more years of sequestration if we don't do something about it.

And I really want to emphasize that point for members of the committee. I think there is a certain sort of sigh of relief over the budget agreement. That is only 2 years. If we don't do something to deal with sequestration, the impact on our national security, I believe, will be devastating. And it is not that I don't think the Defense Department can take cuts. They can, but sequestration is going beyond taking cuts and doing deep, deep, devastating cuts.

And all I will say is, you know, there is no cause for optimism about our likelihood of dealing with sequestration. In fact, just 2 weeks ago, we actually added an eighth year of sequestration to try to pay for the short-term concern over the COLA [cost-of-living ad-

justment] cut for military retirees. I voted against that. I think it was a terrible choice to put another year on top of sequestration. But that is where we are at politically.

So, I will urge my colleagues to take a long, hard look at sequestration if you are concerned about our national security. You know, every time one of these budget items comes up in the next couple of months, where you say, "Gosh, we can't cut, you know, pay and benefits for our military; we can't cut the Guard; we can't cut the A–10; we can't cut 12 cruisers"—11 cruisers, sorry.

Every time you say that, I hope that what you will do is you will go back and say, "You know what we have got to do? We have got to get rid of sequestration so that we can have the budget that we need."

With that, I yield back. And again, I thank our witnesses for being here and for their service.

The CHAIRMAN. Thank you.

Admiral McRaven.

STATEMENT OF ADM WILLIAM H. MCRAVEN, USN, COMMANDER, U.S. SPECIAL OPERATIONS COMMAND

Admiral MCRAVEN. Well, good morning. Chairman McKeon, Ranking Member Smith, distinguished members of the committee, thank you again for giving me the opportunity to address you today, the third time in my tenure as the commander of the U.S. Special Operations Command.

I would also like to recognize my good friend Will Fraser for the tremendous work he has done as the commander of Transportation Command. There is an old saying in the military that amateurs talk tactics and professionals talk logistics. I can guarantee you that without the incredible support all the warfighters receive from TRANSCOM, none of us, absolutely none of us would be able to complete the missions needed for the safety and security of this nation. Will, it has been my honor to have served with you, and I do look forward to seeing you in Texas soon.

General FRASER. Thank you.

Admiral MCRAVEN. Mr. Chairman, I am pleased to say that since my last posture hearing SOCOM has made great strides in dealing with the current conflicts, preparing for the future conflicts, and most importantly, taking care of our people. None of this would have been possible without the support we receive from this committee, and I am indeed grateful.

SOCOM continues to provide the world's finest warriors to the fight in Afghanistan. As we approach the end of 2014, your special operations forces will be ready to adjust to whatever decisions are made regarding our future employment in that country.

Globally, we are developing plans to better serve the geographic combatant commanders who, owing to the past 12 years of engagement in Iraq and Afghanistan, have gone under-resourced with special operations forces [SOF].

SOCOM is the Department of Defense's [DOD] synchronizer for the planning on the war on terrorism. It is also working hard to help better coordinate our activities locally, regionally, and globally, with both the geographic combatant commanders and the U.S. ambassadors.

I believe the future of special operations will be in helping to build partner capacity with those willing nations who share our interests. This will mean strengthening our existing allied relationships and building new ones. No nation alone can stem the rise of extremism. We need our friends and allies more now than ever before.

Our future as a special operations force is also inextricably linked to the general purpose force in the interagency. The past 12 years have shown us that a whole-of-government effort is required to be successful, and in special operations, we have always known that without our fellow soldiers, sailors, airmen, and marines, we are destined to fail.

Finally, with the help of this committee, we have gone to great lengths to take care of our most precious resource: our people. The Preservation of the Force and Families, or the POTFF, has already seen a marked improvement in the morale and the well-being of those who serve in SOF. While we still suffer from the tragedy of high suicide rates, I believe that we have laid the foundation for keeping our force and their families strong and resilient into the future.

Once again, thank you for your interests, and your unwavering support for the men and women in the special operations community. I look forward to your questions.

[The prepared statement of Admiral McRaven can be found in the Appendix on page 47.]

The CHAIRMAN. Thank you. General.

STATEMENT OF GEN WILLIAM M. FRASER III, USAF, COMMANDER, U.S. TRANSPORTATION COMMAND

General FRASER. Chairman McKeon, Ranking Member Smith, and distinguished members of this committee, it is indeed an honor to be here with you today, representing the men and women of the United States Transportation Command.

Our total force team of men and women, military and civilian, is dedicated to providing reliable and seamless logistical support to our warfighters and their families around the world. I am proud to report that they have performed admirably since I met with you last year. Our Active Duty members, National Guard, Reserve, civil servants, merchant mariners, and commercial partners have met the challenges of the past year while maintaining a high operations tempo, supporting combat operations, sustainment efforts, humanitarian relief, and crisis action responses.

From supporting relief efforts following Typhoon Haiyan in the Philippines, to continuing development of innovative ways to maximize throughput into and out of Afghanistan, to meeting the directed 34,000 troop reduction level by February of 2014, United States Transportation Command team committed themselves to ensuring our joint force maintains global logistic superiority.

I have had the opportunity to observe firsthand during my travels throughout Europe, central Asia, and the Pacific, the support these world-class professionals continue to provide, and can tell you, they are doing the nation's business magnificently, without fanfare, and often under stressful conditions. I cannot be prouder of this team.

United States Transportation Command continues to support our force reductions in Afghanistan through our close working relationships with the geographic combatant commanders, other Federal agencies, and our commercial partners in various host nations. We are postured to achieve the President's directed reduction in Afghanistan by December 2014.

While Transportation Command team remains fully committed to our number one priority is supporting our forces overseas and executing the redeployment from Afghanistan. We are looking towards the future, and we are preparing for a different operating environment. Declining Department of Defense business for our industry partners requires careful consideration of how we ensure readiness of our organic and commercial air, sea, and surface capabilities into the future. The critical balance between organic and commercial capacity requires the analysis of readiness requirements, the capabilities required for all levels of response, and an understanding of economic factors affecting the industry's ability to meet the Department of Defense requirements in the future. We will continue to work with Congress, the Department of Defense, the interagency, and our commercial partners to find that right balance.

As the global distribution synchronizer, United States Transportation Command depends on a worldwide, multimodal network of military and commercial infrastructure to ensure the rapid delivery of forces and sustainment for both humanitarian and contingency operations. This global network provides the strategic reach necessary for any contingency, and highlights the need for assured access and delivery capabilities.

In order to support any worldwide contingency or humanitarian event, it is essential to preserve and improve our partnerships with our allied nations, maintain our en route infrastructure, and to continue to strengthen our commercial partnerships. The United States Transportation Command team is committed to working on these relationships and seeking innovative solutions to support our forces around the world.

Chairman McKeon, during your time in Congress, you have championed our warfighters. You have championed their families by providing them resources and support necessary to successfully complete their missions and then return home. So, I want to personally thank you on behalf of all the men and women in the United States Transportation Command for your steadfast leadership as a member of the Armed Services Committee, and for your 4 years as the chairman. Godspeed in your future endeavors sir, and thank you.

I would also like to thank Congressman Runyan and Congressman McIntyre for your unwavering support for the men and women in the United States Transportation Command. We value your leadership and wish you the best as you leave Congress later this year.

Bill, I also want to thank you for your many years of service, and I do look forward to being with you in the great State of Texas.

Ranking Member Smith, and to all the members of this committee, I want to thank you personally for your continued support of USTRANSCOM and all of our men and women, military and civilian.

I am grateful for this opportunity to appear before the committee today, and I ask that my written statement be submitted for the record, and I very much look forward to your questions. Thank you, Chairman.

[The prepared statement of General Fraser can be found in the Appendix on page 61.]

The CHAIRMAN. Thank you. No objection, both of your complete statements will be put into the record. So ordered. Thank you for your testimony, and now we will get to the questions.

On Monday, Secretary Hagel announced an updated defense strategy that builds on the President's 2012 Defense Strategic Guidance contained in the upcoming Quadrennial Defense Review [QDR]. I recognize you are not at liberty yet to discuss the specifics of the budget, but it is my expectation that all combatant commanders, including functional combatant commands such as SOCOM and TRANSCOM, have been active participants in both the QDR and the budget process.

With that in mind, I would like to ask, how will this updated defense strategy affect your areas of responsibility and priorities and requirements?

How are your recommendations for the budget reflected in Secretary Hagel's recommendations that he previewed on Monday?

Admiral MCRAVEN. Mr. Chairman, thank you. You know, as we have gone through the last 6 or 7 months of the Strategic Capabilities Management Review, the SCMR process, we in the U.S. Special Operations Command have been intimately involved with all of the recommendations and the arguments that had to be made about how we need to go forward with U.S. special operations in the future, and I am pleased to say that that process that was run by both the Joint Staff and OSD [Office of the Secretary of Defense], served us well.

And I am very appreciative of the Secretary's decision to level us at the fiscal year 2014 levels. I think that puts us in a very good position in terms of meeting our priorities and our goals for the future. So the process for USSOCOM, sir, worked well. Again, I am very appreciative of the Secretary's decision, and I think we are well-positioned to move forward.

General FRASER. Chairman, thank you. And I, too, was deeply involved as we went through the SCMR [Strategic Choices and Management Review] process and also through the QDR. I have been very appreciative of the fact that it has been a very open and very candid dialog as we went through that process. We were never without a voice there at the table and so I believe everything has certainly been considered as they went forward with that. In fact, the other day, we had the opportunity to review some of the final documents, and I had no red lines associated with that final review.

The CHAIRMAN. Very good. On Tuesday, the President announced that the United States is moving forward with contingency planning for full withdrawal of U.S. troops from Afghanistan by the end of the year, should the United States not achieve a signed bilateral security agreement with the government of Afghanistan. At the same time, he left open the possibility of continuing to train and assist the counterterrorism mission there.

Just this week, I gave a speech outlining my concerns that the cost of abandoning our national security interests in Afghanistan is much higher than the cost of staying. Even with the difficulties an enduring mission will face, I still maintain that a safe and secure Afghanistan is within our grasp and we should not let that slip away at this critical time.

Admiral McRaven, how would your global counterterrorism mission be impacted by our complete withdrawal from Afghanistan?

Admiral MCRAVEN. Sir, thank you. We have been planning a number of options over the course of the last year as we looked at the potential for not getting a BSA or for the President's decision to accept numbers that were in various categories, shall we say.

The fact of the matter is, sir, we have a plan to deal with every contingency. However, if we do go to zero, and there is no special operations component left in Afghanistan, it will certainly make it more difficult to be able to deal with the threat that we know is inherent within the Federally Administered Tribal Areas, and in the northern part of Afghanistan, in Kunar and Nuristan, and the potential resurgence of Al Qaeda in the area.

So, it is a concern, but I know the President has had an opportunity to look at all our options. And we expect that he will make a decision when he has an opportunity to sit down and talk to President Karzai and how we are going to move forward with this. So, we have good options, sir, but if we go to zero, it will make things difficult. There is no question about that.

The CHAIRMAN. Thank you.

General Fraser, how does the uncertainty about the size of our presence in Afghanistan create risk in your mission?

General FRASER. Thank you, Chairman.

And as we have been directly engaged not only with the Central Command, but with the theater, we, too, have developed a number of options in order to meet whatever the final decision is. Whether there is a bilateral security agreement with a final number, or if there is not.

We have sufficient capacity. We have sufficient capability through both organic and commercial capabilities to meet whatever decision is made.

I believe also that we have continued to maintain the relationship that we have options, options in the sense that we can travel via ground through the Northern Distribution Network. We have recently opened up and got agreement again for another year of a number of those transit agreements, as well as overflight agreements, which we have been able to maintain because of the strong relationship that we have with a number of the countries.

We have also been able to work with multimodal locations. And so, getting those agreements done again is giving us options, whereby we can go and fly things out of the theater, fly to another location, and then onward move it back to the United States via sea.

Other options that we have, of course, is air direct, and, of course, through Pakistan, which is—our most cost-effective route is through Pakistan.

We have incurred some challenges recently, but I will tell you that the southern port is working very well, and we continue to

move goods both out of and into Afghanistan through the southern port of Chaman.

So, we have options, we have capacity and we have capability, and we developed all of this in order to respond whatever the decision is.

The CHAIRMAN. Thank you.

I know when I was in Afghanistan last year, Secretary Hagel was there at the same time. And we both talked to General Dunford. And I left that visit thinking it was very important that we get that bilateral security agreement signed as soon as possible. I was hoping, like, 6, 8, 10 months ago. But I know that you have all these options available that you worked on. And I know General Dunford has said that he will be down to about 10,000 troops there by the end of August. So, we have actually between now and then before a final decision really needs to be made.

I know they are scheduled for elections over there in April. And most of the candidates—11 of them—have stated publicly that they will sign the agreement. The Loya Jirga overwhelmingly supported; 70 percent of Afghans by polls indicate they want us to stay.

So, I am hopeful that we won't pin our future and our security interests there on one person who is leaving office in April. So, hopefully, that this will get worked out, and we will be able to have a security force remaining behind to continue the mission of training until the Afghans are totally able to sustain themselves.

Thank you very much.

Mr. Smith.

Mr. SMITH. Thank you, Mr. Chairman.

The chairman asked the question of—excuse me—for TRANSCOM, General Fraser, so I will let that go.

General McRaven, talk to me—or—sorry—Admiral McRaven, talk to me about some of the training that you do. I know one of the things that you encounter is the Leahy law about human rights violations. And part of your effort, I know, is to train our—you know, hopefully, our partners so that they reduce human rights violations. So that they learn how to do police work and, you know, military work the correct way. Can you give us some examples of where you think you have been successful in that? Not just in effectively training a security force in a foreign country, but where you have improved their human rights practices.

Admiral MCRAVEN. Thank you, sir.

First, I am a full supporter of the Leahy Amendment. I think there has been some mischaracterization over the last couple years about my position on Leahy, and I want to make it very clear that, you know, none of us in the military want to support anybody who has committed gross human rights violations.

Having said that, the process in terms of within DOD and State Department has been a little slow in terms of how we vet these particular units to allow us to begin to train them again if they have been deemed, or if there have been allegations against them for human rights violations.

We have a number of success stories, sir, but I will start with Colombia, which is probably one of our best success stories. Really, Plan Colombia, which I think probably initiated in the late 1990s, but we really got going with it in the early 2000s. And it was a

whole-of-government look at improving Colombian security and putting them in a position to put the FARC [Revolutionary Armed Forces of Colombia] on the defensive.

In the course of the last, really, 10 to 12 years, and working with the Colombian police, the Colombian military, and training them in what is appropriate human rights understanding. Every single time we do a program of instruction, one of the first blocks of instruction is about civilian control in the military, understanding what we think are the appropriate universal values—that is part and parcel to everything we do with every unit we work with.

The Colombians were particularly receptive. We have a great relationship with the Colombians for decades. But really, as we began go build both the police force and the special forces in the military writ large, you began to see the Colombians gain the trust of the Colombian people, they began to push the FARC back. And now, of course, the FARC are on the brink. And while they are still a threat, they are—as you know, there are peace talks going on now between the FARC and the government of Colombia.

Probably more importantly, the government of Colombia is now exporting security. So, when we started 10, 12 years ago with them, they were struggling to beat back a serious narco-threat; now they have, in fact, pushed that threat back. They have built a phenomenal military and police force. And now, they are exporting to other Latin American countries. We think that is a——

Mr. SMITH. Just so I am clear on that example, part—you know, Colombia, obviously, has a significant security problem, but part of the problem also was that their security forces were perceived to not be respectful of human rights when you guys went down there. And that was one of the things you worked on to try to correct.

I know you have done similar work in the Philippines. And is that a similar story?

Admiral MCRAVEN. Sir, again, each country differs a little bit in terms of how we felt their support of or their violation of human rights played out. There were elements within the Colombian military that had some human rights vetting issues. We worked through that. And generally, we run into that most places we go.

We follow the letter of the law. We make sure that we are in compliance with the Leahy before we can do any training under our [Section] 1206 or 1207 authorities.

Mr. SMITH. Okay. Thank you very much.

That is all I have, Mr. Chairman. Thank you.

The CHAIRMAN. Just a note on Colombia. Some of us went there last week, and they took us out into the field and showed us the actual training that they do on human rights, based on what you have taught them. In fact, they made the comment that they are spending—or our people over there—that they are spending more time on human rights training now than we do. So, I commend you. That has been a fantastic success.

This was a nation that, 10 years ago, everybody was saying it was a failed nation, and they have totally turned that around. And they are having great economic progress, as well as all these other things. And that is the preemption of taking care of a lot of these things, and the sustainability. We need to stay there and keep on top of these things so they don't slip.

The last time I was in South America many years ago on our trip, we were able to go to Venezuela and Argentina, which we couldn't go to this time because they have had reversals. And Colombia, we couldn't go to last time, and now, is a fantastic success story.

So, that is really much to be attributed to the special forces, and to the people of Colombia that demonstrated the will to stand up to those drug dealers. So, that—a great story.

Mr. Forbes.

Mr. FORBES. Thank you, Mr. Chairman.

Admiral, thank you for your service and for being here today.

Every once in a while, we just need to get touchstones of where we are. If you looked around the globe today and we used the term "terrorist" or—I don't mind if you want to use a different term—"extremist" or whatever—that we would want to call them today—in your best professional military judgment, take a snapshot. You pick the number here. So, let's say the last 5 years. Have we seen those groups getting markedly stronger, markedly weaker, or staying substantially the same?

Admiral MCRAVEN. Sir, I think we have to look at the totality. And I will talk about Al Qaeda as our greatest terrorist threat right now.

So, core Al Qaeda has gotten markedly weaker. The threat that was emanating out of the Federally Administered Tribal Areas with the support of other government agencies and the support of the Pakistanis—we have really decimated the core Al Qaeda. So, I would tell you that threat is significantly decreased.

But, of course, what we have seen is the franchise elements begin to pop up. Al Qaeda in the Arabian Peninsula, Al Qaeda in the Islamic Lands—in Maghreb [AQIM]. We are seeing resurgence, of course, of Al Qaeda in Iraq, that is now morphing into Al Qaeda in Iraq and Syria.

So, these franchises are beginning to grow up. However, having said that, I think what we see is a broader threat. But the high-end piece that we saw from core Al Qaeda is not as prevalent as it used to be. So, the threat is metastasizing. It is much broader. But I would tell you that the threat to the homeland, with one or two exceptions, is less today than it was certainly, you know, 5 or 10 years ago, when core Al Qaeda was stronger.

Mr. FORBES. And I know you mentioned—and we know this is a holistic approach that we have to use—but if you had to give us again your best advice on our most effective asset, most effective resource that we can be utilizing to continue to reduce that threat around the globe, what would you say that would be?

Admiral MCRAVEN. Sir, this is a key component of a proposal that I am making to the Secretary, is, I feel it is about how we build other partner capacities. And the case of Colombia is instructive. And the case in the Philippines.

So, with a small group of—a relatively small group of special operations forces, along with support from the State Department and the other agencies—you know, in Colombia, we were able to provide support to the Colombians, they, and as the chairman pointed out, because of their strong will, they were really able to kind of beat back the FARC. I think this is a good model as we look at

threats in other places like Yemen, like Libya, across some of the other components in North Africa.

So, how do we help build partner capacity so that the host nation can take care of its own problem? This is a—it is a long process. We need to be prepared to conduct direct action when those threats have a clear and present danger to the United States or to our interest. So, I think we always have to be postured to react or in some cases, to be preemptive in taking care of the barbarians that are at our gate.

Having said that, we have to have a plan for a long-term, persistent engagement with our partners who really need to build the capabilities so they can handle the threat that is in their borders.

Mr. FORBES. And General, thank you so much for your service. One of the things I think oftentimes we don't give enough credit to is our Military Sealift Command [MSC], and what they do. Can you tell us just a little bit of an overview of how important they are, and what is the thing you worry most about with our Military Sealift Command. Is it our industrial base, number of ships we have, the right mix, manpower, what would your assessment be there?

General FRASER. Thank you, sir. And the military sealift obviously is a critical component of what we do and our ability to reach around the globe to move cargo in a very timely manner. It is a very efficient way in which we are able to provide support in the theater right now into Afghanistan, but also for the retrograde.

It is also a critical component as we look forward to the Pacific. So, Military Sealift Command is around the globe, they are engaged, they are supporting other agencies, and doing a marvelous job. If I might, I would give one example of a Military Sealift Command working with us, working with the Department of Transportation MARAD [Maritime Administration], and this has to do with the *Cape Ray*. Getting this ship ready, out of the Ready Reserve Fleet, to be prepared to destroy the chemicals that will be coming out of Syria.

This is a mission that has never ever been done before, so having that capacity and that capability of that type of ship to take a field deployable hydrolysis system, modify that to put it aboard the ship, and then train to the standards that are necessary to ensure the safe and effective destruction of those chemicals as they come out is an example of the flexibility that we have within Military Sealift Command within our Ready Reserve Fleet.

And so, I think it is very important, as we look forward to the future, that we understand the capacity, the capabilities that our sealift provide for us. I would also comment on how important the Maritime Security Program is to us. And those 60 ships that have signed up to be a part for the next 10 years to 2025 and recommitted themselves to be a part of our commercial capabilities that are available to us is important to us because of also, the merchant mariners that are involved.

So, there are a number of things that are involved with sealift that are critical to our future.

Mr. FORBES. Thank you, General. Thank you, Mr. Chairman.

The CHAIRMAN. Thank you. Ms. Bordallo.

Ms. BORDALLO. Thank you very much, Mr. Chairman, and I would like to take this opportunity to thank General Fraser and Admiral McRaven for their leadership and service to our great country.

I have a question for you, General Fraser. I would like to get your take on the need for a robust depot-level ship repair capability on Guam. As you know, we have a number of Military Sealift Command in pre-positioned fleet off the Marianas, and it would seem necessary that having a robust capability with a dry dock is necessary to meet emergent repairs and general availabilities for that fleet.

And further, can I get your assurance that MSC will do a better job in following section 7310 of title 10, which requires ships to be repaired in America? We see an increasing number of these ships still being repaired in foreign countries.

General FRASER. Thank you, Ma'am. And as you know, we work very closely with the Navy and in a holistic manner to ensure that we have the capacity, that we have the capability necessary in order to meet the mission going forward into the future. And having the ability to have ships ready, repaired, and underway is critical to what we do. We work that not only directly with the Navy, but of course, through our Military Sealift Command. We will continue to engage them to assure—to make sure that we have the capacity and the capability to meet the demands in the future.

Ms. BORDALLO. And the dry dock is necessary.

General FRASER. Ma'am, I am not at that level of detail to be quite honest with you, but we will certainly take a look and work with the Navy.

Ms. BORDALLO. Thank you, General. And my second question is also for you. Military Ocean Terminal Concord [MOTCO] is the main strategic seaport for shipping ammunition to the Pacific area of responsibility, the AOR, yet requires substantial improvements over the next several years. What is the timeline for these improvements, and how is the condition and the operating status of MOTCO affecting your readiness?

General FRASER. Thank you, Ma'am. And Military Ocean Terminal Concord is a critical component of our support to the Pacific, and as we saw in the budget last year, the Army had laid in the necessary resources to ensure the viability of that port. One of the things though, that we have done, in between, is the continued assessment of the pier three itself, as well as looking at pier two and what we need to do in the future.

We are working with the State of California right now through the environmental impact study. We have also modified the procedures to ensure the viability of pier three going forward in the future. And what I am talking about there is because of the analysis that we have been able to do on the pier, and the rate at which it is degrading, changing the operations procedures to only move trucks out there, to only move them across the rail line area, which has increased a little bit stronger than the other areas, as opposed to turning around on the pier and doing other types of things in order to meet the throughput that is necessary.

So, we think we have a plan. We think the resources were laid in by the Army last year as we saw it in the budget, but we are

on a timeline right now, and it is the EIS [environmental impact statement] is the next step in that process, as well as another fall engagement with our engineers to do some more boring on some of the piers to check for further degradation.

Ms. BORDALLO. Thank you, thank you. And General Fraser, I would like, in closing, to thank you and your staff for working with the Guam Guard and Anderson Air Force Base to address an issue of travel for spouses who have loved ones at the Warrior Transition Unit in Hawaii. This is critically important for our Guam Guard, and I appreciate the very quick work to address this important issue. And I yield back, Mr. Chair.

The CHAIRMAN. Thank you. Mr. Miller.

Mr. MILLER. Thank you, Mr. Chairman. Thank you gentlemen, both, for your service. Probably the most pressing question I have is why Texas and not Florida? What? I am sorry man.

As you may or may not be aware, the committee is undertaking a comprehensive defense reform effort, and it includes examination of the organization and management of defense acquisition, the regulations, and in the NDAA [National Defense Authorization Act] it requires SECDEF [Secretary of Defense] to develop a plan for streamlining Department of Defense [DOD] management headquarters. So what I would like to know from each of you, from your perspective, where do you think the committee could focus its efforts better, and where do you see opportunities for reducing bureaucracy and enhancing COCOM [combatant command] effectiveness and efficiency without resorting to across-the-board reductions?

Admiral MCRAVEN. Sir, several years ago, we did go through a SECDEF 20 percent reduction, efficiency reduction at USSOCOM, and of course, now we are looking at another 20 percent efficiency reduction. And frankly I am perfectly okay with that. I think that over the course of the last 10 years, speaking for USSOCOM, we grew the staff in order to address the problems that we were dealing with in Iraq and Afghanistan. I think we have figured out how to do business a little bit better, and frankly, some of these cuts make good sense to me, and I would even offer that I think there is additional manpower that could come out of USSOCOM.

I would offer, however, that as we are trying to build up our capability in the theater special operation commands, some of what I have tried to do is migrate some of my manpower on the headquarters staff in Tampa out to the theater special operations commands to make them better staffed, to make them more receptive to their geographic combatant commanders.

At this point in time, sir, I would say with the two reductions that we have taken, we are getting pretty close to where we need to be at USSOCOM, but we are always looking for more efficiencies, and I think that is true of all of my fellow combatant commanders.

General FRASER. Sir, we too, in TRANSCOM, over a year ago, began a strategic review of our core capabilities that are necessary in order to execute our mission, and as we went through this review, we were able to identify areas in which we could be more efficient.

We developed a new strategy focused in four areas. It was on readiness, it was on information technology excellence, it had to do with our development of our processes and procedures and aligning them properly within the headquarters to find some efficiencies, and lastly, developing the human capital.

As we went through this review, we were able to find some, and that allowed us to also, at that time, identify positions that we did not backfill. So we had been planning for the future by not backfilling certain positions and taking those in anticipation of a cut that was coming, and so we think that we have postured ourselves for the future in identifying the core things that we need to be doing.

Another area that we reached out was working with our components. We are located at Scott Air Force Base. We are very fortunate that we have the Surface Deployment and Distribution Command [SDDC], one of my component commands that is stationed right there. We also have Air Mobility Command [AMC] at a station right there. So we were able to reach out and work with two of our components to find some.

One efficiency we found was coming up with one common billing center. Why did we need to have three? One in TRANSCOM, SDDC, and also in AMC. So, we have collaborated together to find an efficiency there, and that is also paying dividends.

Another area that we have reached out to in Service Deployment and Distribution Command was acquisition area. They had their own acquisition organization, and they were able to find some efficiencies, actually, to help big Army by moving a couple of positions to our acquisition organization. Since we reside right there at the same location, we are able to then absorb that into our organization, do their acquisition, and give positions and billets back to big Army.

So, we are not only looking internally, we are also working with the components to see if there are efficiencies and to make ourselves more effective in the future.

Mr. MILLER. Thank you very much.

Yield back.

The CHAIRMAN. Thank you.

Ms. Sanchez.

Ms. SANCHEZ. Thank you, Mr. Chairman.

And thank you gentlemen, again, for being before us today.

General Fraser, last year in your testimony to Congress, you commented—and I will say it word for word here—"Hybrid airships represents a transformational capability, bringing the long-standing gap between high-speed lower-capacity airlift and low-speed higher-capacity airlift. Across a range of military operations, this ability—this capability can be leveraged from strategic to tactical distances.

"From swift crisis action support to enduring logistical sustainment operations, hybrid airship technology has the potential to fulfill factory to foxhole cargo delivery. We encourage development of commercial technologies that may lead to this enhanced mobility capabilities in the future."

Those were your words. So, my question is, are you still monitoring the hybrid airship progress? Is there a high probability—we

have been looking at it ourselves, obviously, that—maybe in about 3 years, there might be a commercially viable 66-ton hybrid airship.

Do you still believe in this technology? Can you tell me a little bit about where you are in that sequence, please?

General FRASER. Thank you, ma'am. And, yes, I still stand by those words. And we have continued over the last year to follow the development of the hybrid airship. In fact, we also were very pleased to see the successful flight that Aeroscraft completed last year in their hybrid airship out in California. It was a very successful flight.

We were also saddened to see that the airship was damaged when the roof gave way, and then——

Ms. SANCHEZ. Something owned by the Navy, by the way.

General FRASER. We were saddened to see the damage that was done to the hybrid airship, but we have continued to maintain our contacts with Aeroscraft. We are encouraged by that successful flight—the demonstration of that technology.

We are also encouraged by a recent report that I received from them out at Aeroscraft of the interest in the commercial sector to develop this capacity and this capability.

I can see utility in the future to utilize something along those lines, especially when I look at some of the things that we have had to respond to. As an example here in the United States, to be able to move great quantities into areas where you don't need a lot of infrastructure. And something along those lines. So, we will continue to monitor it. We will continue to encourage the development of the hybrid airship as they continue to go forward.

Ms. SANCHEZ. So, you could see it as something that we could actually use in the future if it was a viable tech—if it was proven—if it was built?

General FRASER. Yes, ma'am, I do.

Ms. SANCHEZ. Thank you.

My second question is for the admiral.

What is the status of Vision 2020, which included expanding special operations footprint into 72 countries? And considering the type of budget constraints that we are looking at, in particular, in Defense's—I mean, we haven't seen the full budget, but we are getting some blueprint of it.

What do you see? Do you see that 2020 still moving forward, Admiral?

Admiral MCRAVEN. Yes, ma'am, I absolutely see the Vision 2020 moving forward. And as we went through the SCMR process, we actually used that Vision to articulate why we needed the budget levels we needed. And, frankly, it was a good argument that served us well in our discussions with OSD and the Joint Staff.

So, I am very comfortable that the remarks that the Secretary has made and the decisions the Secretary has made to recommend to the President will put us in a good position to meet the goals of Vision 2020.

Ms. SANCHEZ. And can you tell me what planning you have done with the Department of State—the State Department and with USAID [United States Agency for International Development], for

example, or other agencies with the 72 countries in mind to ensure that humanitarian efforts, in particular, are not duplicated?

Admiral MCRAVEN. Yes, ma'am.

What we do is, we work with the geographic combatant commanders. And it is the responsibility of the geographic combatant commanders to coordinate with the chiefs of mission in the countries in which we will be conducting training. And, of course, most of this—you know, 99 percent of this is about training and building partner capacity.

So, there has to be a demand signal from the host nation. So, if we are working with Niger or Nigeria, or we are working with the Philippines, the demand signal will come from the host nation through the U.S. ambassador up to the geographic combatant commander. And then my role as a functional combatant commander is to provide the resources to that geographic combatant commander.

So, everything is done with the support and the approval of the chief of mission and the State Department.

Ms. SANCHEZ. Thank you, Admiral.

Admiral MCRAVEN. Yes, ma'am.

Ms. SANCHEZ. And thank you, Mr. Chairman.

The CHAIRMAN. Thank you.

Mr. Wilson.

Mr. WILSON. Thank you, Mr. Chairman. And thank both of you for being here today.

And, Admiral McRaven, I appreciate that I have a son who is a physician in the Navy who has been in your command. And so, I appreciate very much your service.

General Fraser, congratulations on your retirement—multi-decades of service—four decades, and you can look back with such pride, to me. You were there for victory in the Cold War, providing, with a strong American national defense, a broader spread of democracy and freedom today than in the history of the world.

So, thank you for your service.

And for both of you, please provide your assessment of the U.S. force posture capabilities and readiness of your area of responsibility. How have these been affected by sequestration, the budget deal, and the possibility of further defense cuts in fiscal year 2015?

Admiral MCRAVEN. Sir, USSOCOM has a global responsibility, much like TRANSCOM. I am the Department of Defense's synchronizer for the planning for the global war on terrorism. So, my responsibility really is to provide the forces to the various geographic combatant commanders, depending upon what their demand signal is.

So, as we have made that argument back to OSD, and that argument has resonated, I am very comfortable with where we are in the current budget. And now, sequestration is affecting all of us. The chairman mentioned that—in his opening remarks that, as sequestration affects the other services—the Army, Navy, Air Force, and Marine Corps, it subsequently has a trickle-down effect on U.S. Special Operations Command.

I receive all of my manpower from the services. My recruiting base is from the services. My enablers are from the services. So, it is a little difficult sometimes to make a one-to-one comparison

when you look at the USSOCOM budget. I think our budget—the recommended budget is going to serve us well. However, as sequestration has affected the broad Department of Defense, it will absolutely affect our ability to conduct special operations globally.

General FRASER. Congressman, I, too, am comfortable with where we are right now. But I do have significant concerns as I look forward to the future, because we are dependent upon the services in maintaining a certain readiness level in order to be able to respond in a timely manner, wherever that call may come, whether it is a humanitarian or a crisis response.

And as I look forward into the future, and I see under sequestration that the possibility of the readiness levels going down, will definitely impact our ability to respond in a timely manner.

And so, that is an area of great interest to us in Transportation Command.

Now, as I look forward to the future, one of the things that I think that we can do in Transportation Command is to try be more creative in bringing more business into the Defense Transportation System. We are a working capital fund. So, as we do business for the services and they reimburse us, the same is true for other government agencies or other organizations that we reach out to.

So, we are very appreciative of what Congress has done for us and allowing us, as an example, to be able to charge DOD rates for foreign military sales. This has opened up an opportunity for us to further establish a relationship with Defense Security Cooperation Agency and bring more business into the Defense Transportation System [DTS].

So, that is going to be very helpful for us as we look forward to the future. In fact, Admiral Rixey has already been out to visit us. We have had very good discussions. And so, that is one area that we are looking forward of doing more business.

The areas, too, that we are reaching out is to build the trust and confidence with other organizations to bring more business into DTS. That will help us mitigate some of the future challenges that we are going to see. But as the services go down in their readiness levels, that will have a definite impact. But we are trying to do what we can on our own to reach out to others to keep that readiness level up and bring more business.

Mr. WILSON. Well, thank you both for pointing this out. And I am particularly concerned. What we are talking about is defense sequestration. The American people think of sequestration and think of reduced spending. No, it is my view that 50 percent of the cuts are on 15.1 percent of the budget, which is defense. And so, it is really an assault on the military. So, thank you for even having a positive attitude. I am impressed.

Admiral McRaven, I understand that there has been in the U.S. Northern Command [USNORTHCOM] a Special Operations Command, North established. How is this being resourced, and how would this proceed?

Admiral MCRAVEN. Sir, thank you.

I have theater special operations commands with all the geographic combatant commanders. We did not have one with NORTHCOM until last year. And in discussions between General

Jacoby and I, he was looking for me really to kind of up-gun the staff effort that we had at NORTHCOM.

So, we have always had a presence—a detachment, if you will—at U.S. Northern Command. We didn't formally make it a theater special operations command [TSOC] until last year.

I was able—getting back to these—the efficiency reviews, I did, in fact, migrate some manpower from the USSOCOM staff, and move it to USNORTHCOM to establish the TSOC.

The TSOC's role really is to work through General Jacoby to support both the Guard and Reserve aspect of it. We work closely with the Canadians. We work closely with other partners with USNORTHCOM. And so far, I think it has been a good move for us.

It is a pretty small theater special operations command, certainly relative to someone like SOCCENT [Special Operations Command Central], which is my largest of the theater special operations command. It is a small effort, but we think it is an important effort for USNORTHCOM.

Mr. WILSON. Thank you very much for the American people.

The CHAIRMAN. Thank you.

Ms. Hanabusa.

Ms. HANABUSA. Thank you, Mr. Chairman.

General Fraser, you and I have had many discussions. As you know, I am a big fan of TRANSCOM. I think that things don't happen without TRANSCOM. And TRANSCOM isn't given as much credit as it should. Of course, I have jokingly told you that I call you the Corporal Klinger of the whole military, because you make things happen.

Having said that, there is an issue that is very critical for us in Hawaii, and that, of course, is the GPC [Global Privately Owned Vehicle Contract] contract. I do know that it is under protest. And for my colleagues here, that, of course, is the movement of the private automobiles, especially of our men and women in uniform. And you can imagine how important that is for them.

I am wondering, has there been anything new decided in that case? Has the Court of Claims made a decision?

General FRASER. No, ma'am, that is—as you know, was a contract that was decided last year. It came under protest, and [U.S. Government Accountability Office] dismissed that protest. Shortly after that, then, the outgoing company then filed in the Court of Federal Claims. It is in the Court of Federal Claims, and is scheduled for a hearing on the 7th of March, and we are under a protective order until such time.

Ms. HANABUSA. Yes. And I do not want you to, of course, violate that. But to the extent that you might be able to share some information, and if you can't because it is covered by the protective order, I clearly understand that, but I was wondering, are there any assurances that you can give me as well as the—in particular, the service members in Hawaii that they will never—that they will not suffer any kind of loss as a result of that, and in fact, you would be able, as a result of the awarding of this contract, to the subsequent bidder, that there will be no added cost to the DOD. And of course, what I was concerned about was the issue regarding the transition costs.

General FRASER. Ma'am, this was an open competition. There were multiple bidders on this particular contract. It was a best value contract that we looked at. The source selection committee then made their selection and then, since then, we have already mentioned, we have gone through several protests. We are aware of that. We are aware, also, of some of the accusations that have been made.

I can assure you that we are—have taken these accusations and looked at each of them and have found nothing that would cause us to reverse our decision, any red flags, utilizing everything that is available to the command, as well as other national agencies and organizations.

Ms. HANABUSA. And as we both know, one of the accusations was with the winning contractor's alleged connections to North Korea. And, I don't know if that is also part of this protective order, but if it isn't can you explain to me what you have done to ensure that that is not an issue?

General FRASER. Ma'am, we used everything that was available to us when the accusations were made, and we could not find anything to substantiate that.

Ms. HANABUSA. So, that is not part of the challenge that has been filed in the Court of Claims?

General FRASER. I am just commenting on what we have done and what is in the Court of Federal Claims will be determined on the 7th of March.

Ms. HANABUSA. And what is the process, General, in the event that the Court of Claims were to reverse the dismissal? What then happens? Is it a rebid or is it something that, you know, it is awarded to the next lowest bidder, or—what happens then?

General FRASER. Ma'am, I would have to stand by for that decision, and then that would give us direction as to what to do.

Ms. HANABUSA. Thank you.

And in my closing time, General, I just want to know that as you know, there is a pivot to Asia-Pacific, and in your statement, you talk about the fact that the airlift and sealift and the USPACOM [United States Pacific Command] AOR remains a critical requirement. Do you feel that you have enough in terms of the airlift and sealift capability to meet the demands as you anticipate it to be in the pivot to Asia-Pacific?

General FRASER. Yes Ma'am, we do. Coupled with both our organic and commercial capabilities, we are confident that we can meet the missions of PACOM.

Ms. HANABUSA. Thank you very much.

And I yield back. Thank you.

The CHAIRMAN. Thank you. Mr. Lamborn.

Mr. LAMBORN. Thank you, Mr. Chairman, and I want to thank both of you for being here and for your service to our country. It is great to have the 10th Special Forces at Fort Carson in Colorado, and they do such a great job. I visited them recently and they are really excelling at what they do. So thank you for your leadership there.

I recently had the honor of sitting down with one of my constituents, Susan Allman, and hearing her family's story. It is a story that involved her husband, who is father to their children and an

outstanding man who is a Green Beret who did serve with the 10th Special Forces. Tragically, the rigors of the job that we had asked him to do had worn on him mentally, emotionally, and physically, to the point where it became too much for him to bear, and he took his life.

Susan came to me to share his story and to celebrate his life, but she also came to me to help prevent the tragic loss of our heroes in the future by raising awareness about SOCOM's Preservation of the Force and Family program. You mentioned that earlier, Admiral. She conveyed to me that the program was not in existence when her husband was struggling, but after learning about it and its merits, knew that if he had been able to participate in it, he would be here today with her and the children and continuing his career with the Green Berets—with the special forces. So, Susan is here today in the audience, and I want to again express my condolences to her and thank her for her sacrifice to our country.

How is this program, the Preservation of the Force and Family program, supporting service members and their families, and what does it mean for the overall readiness of special operations forces?

Admiral MCRAVEN. Sir, thank you. And let me also pass on my condolences. Our suicide rate, unfortunately, has grown here over the past 3 or 4 years. It has remained steady over the last 2 years, but it is of great concern to me as I mentioned in my opening remarks. I will go back to my predecessor, Admiral Eric Olson. Prior to change in command, Admiral Olson had initiated a Pressure on the Force and Families Task Force. So, he went out, and for about 10 months of this task force, interviewed 7,000 soldiers, about 1,000 spouses, had 440 different meetings with small units, and the report literally landed on my desk the day I took command.

And Eric told me, "You need to read this. We have got to do something about how the force is fraying." And that was the term he used at the time, that the force was frayed. And this was in 2011. Well, sir, the force has continued to fray. But that was really kind of a wake-up call for us.

I came into the military in 1977 at the end of Vietnam, and most of the folks that raised me were Vietnam veterans; and frankly sir, we didn't do a very good job of taking care of our veterans. And I know I speak for all the service chiefs and all the combatant commanders; we are not going to let that happen again with this generation, and we appreciate the support of everybody on Capitol Hill to make that happen, to put our soldiers, sailors, airmen, and marines in a good position as they move forward.

But with that report from Admiral Olson, we initiated, we turned the Pressure on the Force and Families to the Preservation of the Force and Families. And frankly sir, we have dedicated a lot of time and effort to figure out, How do we help the force and the families? And this was a key component of it. And we have a number of sub elements to the POTFF.

We have the Human Performance Program. It is really focused on the individual soldiers, sailors, airmen, and marines that are preparing to go overseas in a combat environment. We take care of them prior to their deployment, on their deployment, and when they return from deployment. It is really an opportunity physically

to get them back up to speed as quickly as we can, and we have seen some tremendous results as a function of that.

The second piece is the Psychological Performance Program. Similar, we are working through the Defense Health System. They are actually kind of contracting for some of the health care professionals we need to deal with the psychological problems that we are finding with a lot of our returning soldiers.

And the other components are really about family resiliency. And this is an area, and I have, again, made a successful argument, and the folks on Capitol Hill have been very supportive, as I have said, you know, in the past, I think we as a service take great care of our families, but this has been an incredibly stressful time.

Mr. LAMBORN. Now, Admiral, this program took some hits in the last year's budget.

Admiral MCRAVEN. It did, sir.

Mr. LAMBORN. Are you concerned about that for the next year?

Admiral MCRAVEN. Sir, what we did was we actually migrated some money to Defense Health Systems to be able to manage some of our Psychological Performance Programs, and I am okay with that. I think they will do as good a job of managing it as we could, and we are fine with that.

Frankly, sir, I think we have got to figure out how much we need to invest over time to determine whether or not we are actually getting the return on our investment. I can tell you, anecdotally, when I travel around and I talk to the spouses and I talk to the service members, they are very appreciative of the Preservation of the Force and Families program.

But, at some point in time, I will need to come back to this body and be able to show categorically how this has helped. I think I can do that to a degree now, but it is going to take us a couple years to see the results of this effort.

Mr. LAMBORN. Thank you so much.

Admiral MCRAVEN. Yes, sir. Thank you.

The CHAIRMAN. Thank you.

Ms. Duckworth.

Ms. DUCKWORTH. Thank you, Mr. Chairman.

General Fraser, it is good to see you again.

Last year, at your posture hearing, we talked about what would happen to the surge capacity should we have to lay off the merchant marine fleet and move these ships from the readiness level they are at to the point where we actually have to lay off some of the crews and perhaps, eventually, reflagging of some of the commercial ships.

U.S. flag merchant ships operating worldwide in commercial, international trade markets, and in support of U.S. Armed Forces overseas, are carrying fewer defense cargoes as military ops wind down in Afghanistan. And as you know, our defense cargo is reserved for U.S. flag merchant ships under cargo preference law intended to help sustain a reliable cargo fleet capable of meeting military support requirements.

You mentioned briefly, earlier, the Maritime Security Program. I am also, of course, an associate of this Voluntary Intermodal Sealift Agreement program. Could you elaborate a little bit further as to what TRANSCOM initiatives are to bring more government-

financed cargo into the Defense Transportation System to assist U.S. shipping companies and to avoid losing more of these U.S. flag ships?

General FRASER. Well, thank you, ma'am. And, a couple of initiatives that we have taken. First, I would say that we stood up an Enterprise Readiness Center [ERC] at our headquarters. This organization, we took out of hide, within our headquarters, to establish it, to look forward to the future in areas that we might be able to reach out to bring more business into the Defense Transportation System.

We are seeing the fruits of that in the foreign military sales, as I have mentioned. What we have also seen is the ability to reach out to a couple of other organizations, too. As we begin that dialog, they are more interested. The other thing that we have done is establish a better relationship, also, with the Defense Logistics Agency, and so they are bringing more into the Defense Transportation System.

So this is all there. They are small steps, they are initial steps, but I think they are areas which we will see continue to grow. The other initiative that we took this last year that hadn't been done before, is we reached out to industry through the National Defense Transportation Association [NDTA] to bring a private sector representative [PSR] to sit in our headquarters. This is a model that we actually got from FEMA [Federal Emergency Management Agency], after I had visited FEMA and seen where they bring in industry specialists.

So, we figured out a way to bring industry into our headquarters and sit in our headquarters and then look at the processes, the procedures, and look at other alternatives that are out there for not only the best practices, but areas that we might reach out to bring more business in.

The first representative is from the maritime industry, and will be in our headquarters for 6 months. Industry pays for this, takes it out of hide; but they feel it is something worthwhile in making that investment.

We are now in the process of looking forward to who is next, looking at another mode, whether it is a 3PL [third-party logistics], a surface, or maybe even an aviation representative. So, we are beginning that dialogue with NDTA.

We are encouraged by what we are seeing, both out of the ERC, the Outreach Program, and this PSR rep, as a couple of things we have done.

Ms. DUCKWORTH. So, it is not just the sealift capability, but it is also airlift with commercial airlines?

General FRASER. We are across all modes.

The other initiative that we took this last year was to stand up an executive working group for surface. This had not been done before. So, now we have a Surface Executive Working Group that reaches out and works with industry, both rail and road mode. We already had a maritime, and we have an air, so now we are covered across all the modes.

Ms. DUCKWORTH. Thank you.

General McRaven—I mean, Admiral McRaven—sorry. Didn't mean to insult you.

I wanted to chat a little bit about the global special operation forces network. And the guidance from the Joint Chiefs requires that for you to carry out this plan, it must remain resource-neutral. So that if you pursue this strategy of creating a global special operation forces network, can you talk a little bit about what are your plans to remain resource-neutral? And are you prepared to cut resources in other areas to maintain this network? And how would you re-allocate resources? And what types of things do you need from us to help you to establish this network? Is it authorities—additional authorities? What do you need to make this happen?

Admiral MCRAVEN. Yes, ma'am.

The network itself, or the people that we have had, have actually been in these countries for decades. So, in effect, prior to 9/11, we had folks in about 120 countries at any point in time. Now, truth in lending—sometimes it was one person at an embassy. Sometimes, it was a couple hundred people, sometimes it was a couple thousand. But the people have been out there training with our allies for a very long time.

What I am attempting to do is really to kind of link the people together so that the transfer of information from, you know, that young major that may be in Colombia who is working for SOCSOUTH [Special Operations Command South], and what he learns in Colombia is probably important to what happens in Africa, because the drug trade sometimes moves from Colombia to Venezuela to Africa to Southern Europe.

So, my role really here is to link or to connect the dots, literally, that are out there around the globe.

We can do this in a resource-neutral fashion. It is about rebalancing some of my resources, but within my portfolio and within the authorities I have as the special operations commander, we are able to do that.

So, it is not so much about populating new areas, while we are looking at new areas. It is really about connecting the areas that are and the folks that are already out there.

Ms. DUCKWORTH. Thank you.

I am out of time, Mr. Chairman.

The CHAIRMAN. Thank you very much.

Mr. Wittman.

Mr. WITTMAN. Thank you, Mr. Chairman.

Admiral McRaven and General Fraser, thank you so much for your service to our Nation. It is deeply appreciated.

General Fraser, as you have spoken, for TRANSCOM to be able to achieve its mission, there are lots of resources out there that it utilizes, whether it is U.S. base structure, or whether it is agreements with other countries. I wanted to get your perspective on the recent Kuwaiti agreement, where we hopefully will be able to leverage that.

Can you give us an idea about how you would leverage that? Who is going to package and process the equipment as part of that? Does that give us some more operational flexibility? And does it change the calculation when we look at the equipment that we are moving out of theater and the calculation as to whether or not we keep it or we provide it to partners in the region? Can you give us

some perspective on how that agreement will be leveraged by TRANSCOM?

General FRASER. Well, thank you, sir.

If I can answer the last first—and that is a service responsibility to make the determination of the equipment, whether it will be designated as excess defense article, or it is going to be returned to the United States and then brought back into the stocks after going through depot repair, wherever that may be.

So, that is a service responsibility. And we will move things in accordance with their wishes.

The Kuwaiti agreement that you speak of has given us additional flexibility. If I might say, it has allowed us to use intra-theater airlift to then move equipment out of Afghanistan and into Kuwait and into a yard there. This, too, is also resource-neutral in utilizing the assets that are already there. They have processed a lot of equipment before, coming out of Iraq. So, they will then be responsible for receiving at an intermediate staging base, and then processing the equipment, preparing it for onward shipment back to the United States.

Some of that—it may be determined that it stays there in preposition stocks. But this has given us another alternative to get things out of the theater.

One of the challenges that we had was when the Torkham border closed. We had a lot of equipment that was frustrated. We had over 800 pieces that were held up in the carrier holding yards. We had another 300 that were in other yards, and then on the road. And so, what we were able to do with this new initiative—and being very appreciative of what Kuwait is allowing us to do—is then multimodal these pieces of rolling stock out of the theater, and then they will be able to process it and bring it on back to the United States.

The other pieces of equipment were then rerouted. And so, we have unplugged all of that that was up near the Torkham border since it has been closed, and rerouted it down south across the Chaman border.

It has given us another way in which we can rapidly move equipment out of the theater.

Mr. WITTMAN. As you look at your operations there in CENTCOM [Central Command], how important is the base infrastructure or the base capacity in the European Command in order for you to accomplish your mission to move both the equipment in and out of the Central Command?

General FRASER. Sir, we are engaged with both the European Command, and also with AFRICOM [Africa Command], and what the laydown needs to look like from a mobility perspective. What relationships we need to maintain, what access we need to have.

And so, as we look forward in the future, we are having a dialogue also with the European Infrastructure Committee, as they look at the tasks that they have been given, and what that laydown may look like in the future. So, we are an integral part of that in bringing that to the table.

As you know, we are responsible for the global En Route Infrastructure Master Plan. And so, that is a key part of what we look at. And this is across the globe, not just in Europe. Because as we

downsize, and as we come back and out of certain areas, I feel it is important that, as Admiral McRaven has talked about, about building partnerships, building those relationships, I think it is going to be important that we, too, also maintain these relationships—key relationships, as opposed—about access in the future. And then exercising that every so often so that we have the flexibility, the agility within the system to be able to respond, no matter where that call may be.

Mr. WITTMAN. Can you give us a very brief perspective on the use of automated technologies? I know that there are a lot of great ones out there—things like item-unique identification, IUID, and automated information to data capture, AIDC. Can you give us some idea about how you might be able to use that in creating greater efficiencies within TRANSCOM?

General FRASER. Sir, we have been the advocate and proponent for automated information technology. We use a little bit of everything, depending upon what we are moving and how we need to track it, and what is the best cost-effective way to track the item.

We use anything from bar code in the supply areas all the way up to passive as well as active radio frequency ID. So, it is a case-by-case basis depending upon the material that we are moving.

I have been in the yards overseas, as well as here in the States, moving foreign military sales equipment, and every vehicle will have an identifier on it so we will know where that is as it moves through the system.

So, we are utilizing all different modes of AIT [automatic identification technology].

Mr. WITTMAN. Thank you, Mr. Chairman. I yield back.

The CHAIRMAN. Thank you.

Mr. Garamendi.

Mr. GARAMENDI. I thank you, Mr. Chairman.

Admiral McRaven, thank you for your services.

My questions and comments are really going to go to General Fraser.

Thank you very much for working so closely with us. We really appreciate all that you do.

I am particularly interested in what you cannot talk about until next week, when the budget is out and the details relating to the Air Mobility Command and the plans that you are remaking in that regard. If you would like to comment ahead of that, I would certainly welcome it, but I suspect that you won't.

The other issues are the very strong statement that you made in your written testimony concerning the sealift capacities. And I am particularly interested in the organic fleet, the age of it, and what plans you may have that you could talk about today, or maybe that you do have plans that you can't talk about.

If you could cover that, and if you would like to say anything about the Air Mobility, I would appreciate it right now.

General FRASER. Thank you, sir. And I will say that we have a wonderful working relationship with Air Mobility Command. They are maintaining the strategic airlift capabilities that we need in meeting the mission in the theater right now.

Those young men and women continue to move forward in a very aggressive manner. This is not just in Afghanistan. But I would

also like to comment on how flexible they are to meet other demands.

So, when the call came and it was necessary to provide support to the Central African Republic, they were there. They moved, the crews went in. They started moving Rwandans, they moved Burundis. So, that has been very positive.

They have also been very flexible and supportive of Southern Sudan, and the French in Mali.

So, the flexibility that Air Mobility Command has is really wonderful. And maintaining that readiness has allowed us the flexibility to support other things, as opposed to just Afghanistan, and in supporting other operations around the world, too.

With respect to sealift, as we look forward to the future, I do have a concern. It is in my statement. And this has to do with the Ready Reserve Fleet. The Ready Reserve Fleet is a critical component of our surge fleet as we look forward in the future to respond to any other crisis.

The Ready Reserve Fleet is an aging fleet. It is normally lay berth. It only generates periodically to exercise the ships in a—what we call a turbo activation. But over the next 10 years, we will have 1.6 million square feet age out. The ships are just old. And so, they are going to have to be replaced. So, we have tasked our staff through the Joint [Distribution Process] Analysis Center to do a cost-benefit analysis of options on what should we do to recapitalize this fleet. I believe it is a discussion that we need to have to make sure that we have that capacity and that capability in the future.

That study is just underway. Should be completed in the not-too-distant future so that we can then begin to have that dialogue.

Mr. GARAMENDI. Is the not-too-distant future timed with the next National Defense Authorization Act? Or do we wait until the subsequent one?

General FRASER. Sir, we just tasked that out. That is an internal tasking that we have. It was not done by anybody else. But we wanted to start taking a look ourselves at what alternatives are there out there in the future to recapitalize that fleet to begin that dialogue.

I would say in the next 45 days or so internally to our command, we should have that done.

Mr. GARAMENDI. I would hope that that would be available to us. This is a critical component. It ought to be part of what we take up this year in the NDAA and at least set the stage for dealing with this issue.

The other issues relate to the other components. I am on the Maritime Subcommittee at the Transportation Committee, so we interact on these things. We are just simply going to have to wait until the budget—until the President's budget comes out, and then we can go into detail about the equipment for the Air Mobility.

In the meantime, I want to thank you for your service and your willingness to work with all of us. It has been a pleasure working with you and thank you very much, and good luck on your retirement.

The CHAIRMAN. Thank you.

Mr. Coffman.

Mr. COFFMAN. Thank you, Mr. Chairman.

General Fraser, thanks so much for your dedicated service in U.S. Transportation Command and best of luck on your retirement.

Admiral McRaven, thanks, obviously, for your leadership in the U.S. Special Operations Command.

The former Secretary of Defense Robert Gates said before he left the administration words to the effect that he didn't envision the United States doing another Iraq and Afghanistan again, prospectively going forward; and words to the effect that we will not—he didn't see the United States invading, occupying and pacifying and administering whole countries anymore. And as an Iraq war veteran, I certainly second that, his view of that.

So going forward, if we are not going to be doing the heavy footprint counterinsurgency or stability operations, and we are going to migrate more to counterterrorism to utilize Special Operations Command, one of the debates is, to what extent, though, that you can't—can—to what extent can you offshore it, counterterrorism? Or to what extent do you really need to have a physical presence on the ground, the human intelligence component, the other components, when we look at perhaps Yemen and Somalia as a template for going forward?

Could you comment on that?

Admiral MCRAVEN. Yes, sir. And I think you have raised a good question. It is one of the things that we are trying to address in our kind of SOF global plan. And that is how do you go about conducting counterterrorism operations or building partner capacity without rocking the boat too much in terms of your relationship with the host nation.

So one of the things that the special operations brings is a small footprint. It is cost-effective to put a small group in there. It is—they are culturally trained. They speak the language. We understand how to work with a U.S. embassy; how to work with our interagency partners; how to work with the host nation.

And so as you look at the various areas where we are partnered against some of the CT [counterterrorism] threats in Yemen, in other countries around the world, that paradigm works pretty well for us.

Now, in reference to Secretary Gates's comments, I would tell you our crystal ball as a nation has not been very good over the last several hundred years. So I think we have to be careful about assuming that we would never go to major war again. That is not to say that we should accept that as a given, but we should also recognize that that possibility is always out there.

I would be concerned about thinking that the special operations community is the panacea for all our problems. We are not. I can tell you that U.S. Special Operations cannot stop the North Koreans from coming south. We cannot keep the Straits of Hormuz open. We can do some things and we do them very well, but frankly, we are linked very closely with our conventional partners. We can't do anything without the general purpose force as part of our enablers.

So, I do think we have to be on the ground, partnered with our allies to go after the CT threat. Can you do some of it offshore or remotely? Only if, as you point out, sir, you have good human intel-

ligence on the ground, provided by somebody, whether that is the host nation or others. You have to understand what the intelligence picture looks like. Or you are not going to be able to get after that threat no matter where you are located.

Mr. COFFMAN. So, I certainly don't want to conflate conventional capability with counterterrorism capability. But it seems that we were more effective perhaps as a country when we look at post-Vietnam all the way maybe to pre-Iraq invasion in 2003, when we focused more on partnering with indigenous forces within a given region to accomplish our security objectives, rather than us going in with a very heavy footprint and accomplishing them.

And I certainly—but there is no question, and I agree with you, we have to maintain strong conventional forces to deter those who would otherwise want to attack us.

But can you go over again where you see these—to what extent Al Qaeda is franchising their operations at this point in time? And it is just—it is more of a movement, obviously, than it is an organization, is it not?

Admiral MCRAVEN. Sir, it is. Al Qaeda, of course, is an ideology. So you are trying to fight an ideology that, of course, now has people that are gravitating towards it. So as core Al Qaeda has been degraded significantly in the Pakistan region, we are clearly seeing the kind of cancer spread. Mainly our biggest threat is coming from Yemen. Al Qaeda in the Arabian Peninsula continues to be I think the greatest threat to the U.S. homeland. But Al Qaeda in the Islamic Lands of the Maghreb is a problem, as they are spreading across North Africa.

We see Boko Haram beginning to conflate with AQIM in North Africa. We see ISI [Islamic State of Iraq] and ISIL [Islamic State of Iraq and the Levant] beginning to develop or fully developed and growing in the Iraq and Syria area.

So as I mentioned earlier, I think the threats to the homeland, the high-end threats to the homeland have diminished. That is not to say that we don't still see some threat streams out there, but the high-end threats have diminished. The problem is the global threat has broadened with these franchises that are out there.

Mr. COFFMAN. Thank you, Mr. Chairman. I yield back.

Mr. THORNBERRY [presiding]. Mr. Enyart.

Mr. ENYART. Thank you, Mr. Chairman.

General Fraser, it is so good to see you again. I think the first time I met you, I was still wearing Army BDUs [battle dress uniform] in your command headquarters at Scott Air Force Base.

And, you know, General, I don't think I have ever had the chance to tell you that as a very young airman, I think I was E–3 at the time, I got to fly in a T–39 with your predecessor, General Jack Cappen at the controls. And it was a great thrill. Of course, when we first met, I had two of my three wings and the Illinois National Guard belonged to you—the 130s up at Peoria and the KC–135s right there at Scott.

So I am familiar with many of the challenges that you have. And I was particularly pleased to hear in your earlier testimony, and I don't want to misstate anything, but I think you said that because of having TRANSCOM and AMC and the Army Surface Material Distribution Command all located at Scott, you were able to

wring some efficiencies out of those commands and use some of the resources together in order to provide a better bargain for the American taxpayer. Have I got that right?

General FRASER. Yes, sir, that is correct.

Mr. ENYART. Super. I am so glad to hear that as a taxpayer and as a Member of Congress. Can you tell me what specific impacts do you expect to see as we have ongoing headquarters reductions? What impact will that have on TRANSCOM? And do you believe you have got further efficiencies that you will be able to bring about at Scott as a result of having all of those commands co-located there?

General FRASER. Sir, we are always looking to be more efficient and effective. And so one of the things is is that as we have set up our processes and our procedures at the headquarters there through a very deliberate process to bring others in who have good ideas. One of the things that we have encouraged the young folks is to speak up. And if they have got a good idea, then let's get it on the table.

They are very innovative. They are not shy about letting us know where some other efficiencies can be had. And so we continue to reach out to the workforce. They have identified a couple of areas that we think that we can find some other efficiencies. So one of the areas, and we are working this through the Joint Staff and through the Department of Defense right now, is do we maintain the joint scheduling shop, JOSAC [Joint Operational Support Airlift Center], as we move forward in the future.

So all the aircraft are not in there. Is it the right thing to do to have a separate scheduling shop that does that? Or do you give that back to the services under the service secretary withholds and things of that nature? And so that is a potential efficiency out there.

So, that is just one other example of an area that we are taking a look at.

Mr. ENYART. General Fraser, in light of the drawdown in Afghanistan, how is TRANSCOM looking to maintain the readiness of both its private partners and its organic partners? And I was certainly very glad to hear that you have incorporated the private sector rep into your headquarters based on the FEMA model. That has certainly worked very good—very well for FEMA.

But how do you intend to do that going forward?

General FRASER. Well, sir, we have continued to engage our commercial partners, not only across the executive working groups, but also through the National Defense Transportation Association. They have a number of different committees, of which we have individuals that sit on their various committees, whether it is railroad, maritime, or aviation. And so we have a very open and candid dialogue.

We also participate in their board of director meetings once a quarter. There are also a Transportation Advisory Board that occurs once a year that I attend, as well as other meetings throughout the year. So we are going to continue to reach out to industry, continue to bring them in.

This last year, we also held a large meeting in St. Louis and brought in a lot of industry reps. We had over 600 that participated

in this, which was very informative to them, to let them know where things were going in the future, what the future looks like. It is very difficult for them to build business plans when we can't give them assurances.

And so that is one of the things that is very challenging right now, especially with sequestration and the inability to predict the future and what it is going to look like as far as any types of movements that are going to be out there. And so working with industry, we have got to be as open, be as candid as we can, while yet at the same time having this other initiative to bring more business into the DTS.

Mr. ENYART. Thank you, General.

Admiral, I didn't mean to ignore you. I had the great soldiers of the 20th SF [Special Forces] Group under my command also. But I apologize, I am out of time.

I yield back.

The CHAIRMAN [presiding]. Thank you.

Mr. Runyan.

Mr. RUNYAN. Thank you, Chairman.

General Fraser, Admiral McRaven, thanks for being here. Thank you both for your service.

General Fraser, congratulations and good luck in your future endeavors.

And I know you know which questions are coming, General Fraser.

As you know, I am very proud to represent the Joint Base McGuire-Dix-Lakehurst. There are some worries that I think a lot of people, specifically in that community, have, specifically dealing with the KC–10s, you know. And I think everybody agrees there that the refueling and air mobility mission there has been a spectacular display of what you all can do.

And I am really concerned about the proposals to entirely eliminate this—the fleet of KC–10s. And I know my colleague, Mr. Garamendi, has the same concerns, as he has a good part of that fleet at Travis.

Since the KC–10 is a tanker-cargo aircraft, how much tanker capacity will you lose if that proposal goes through? And if the entire fleet is retired?

And do the combatant commanders agree with losing that capability?

General FRASER. Sir, as it has been previously stated, we can't comment until the PB [President's budget] is delivered and we take a look at that.

But I will say that I am very encouraged by what I am seeing with the KC–46. As that program continues to move forward, and that is going to give us the significant capacity and capability in the future, as that force is modernized. And we look forward to getting the KC–46 aboard.

Mr. RUNYAN. Well, and I will—you probably won't comment on this, but if there is a requirement and a process in there, I think most people would agree that there is going to be a gap in the ability to execute that mission and the readiness because of whether it is overseas refueling, whether it is homeland security, you know, that the traffic in the Northeast corridor up there, that all these

missions are, to—I am—at some point, you are going to handcuff yourself. And, God forbid, something happen, a delay in the 46 delivery. And it is something—can you comment on any of that?

General FRASER. Well, sir, I will say that we completed last year and have reported back to Congress under a mobility capabilities assessment. And in that, we also talk about the tanker capability as well as the strategic lift and the tactical lift that is required in going to the future, and what that capacity yields and the ability to support the plans.

And so, I would point to that as the most recent study and analysis that we did on the capacity that is required going forward.

Mr. RUNYAN. Okay. Well, it is—I know what has been proposed has a huge portion of it has to do with sequestration. I wanted to point that out. And I know you have to do, say what you are saying.

But I think most people when they look at a major part of airlift and refueling kind of being shelved or put off, it creates a hole as we are ramping up.

We know the 46 is coming online, and it will be a huge asset to what we are able to do. But it is—I think there are still a lot of questions out there.

I know I have continually raised them, and as this budget proposal comes forward, and that has been out there, I think it is going to continue to raise a lot more questions.

And I know, you know, I know with TRANSCOM you guys have seriously considered other scenarios as going forward, depending on what the budget allows you to do.

So I just wanted to raise that concern and plant that seed as we move forward.

And I yield back, Chairman.

The CHAIRMAN. Thank you.

Mr. Barber.

Mr. BARBER. Thank you, Mr. Chairman.

And thank you both for being with us today. And thank you for your many years of service to your respective branches and to the country.

And to you, General Fraser, I wish you all the best in retirement. I remember well when my father retired from the Air Force. It was a bittersweet moment of time for him. He loved being in the Air Force. And he was looking forward to more time with family and not having to move us every 2 or 3 years. But I really wish you well and hope your retirement is everything you want it to be.

Admiral McRaven, I would like to address a question to you. It goes without saying that our special operations perform a critical mission for the country. And I am looking forward to discussing a specific aspect of our operation with you, and that is combat search and rescue [C–SAR].

I am very proud to represent the men and women at Davis-Monthan Air Force Base in Tucson. That is where my dad was stationed. That is how I came to the desert. That is where I met my wife when we were teenagers.

So, there is a lot of both personal as well as professional pride in that incredible facility.

As you know, Admiral, we have the 563rd Rescue Group there, one of only two active duty Air Force rescue groups dedicated to personnel recovery.

And I have met with these airmen a number of times, and was joined in one of those meetings by Ranking Member Smith.

We learned from them what they do and how important their mission is, not only, as you might know, to rescue and to search for military personnel, but many times they are helping us back home when we have a serious rescue mission in our community.

It has been reported that last year the Air Force was considering moving C–SAR mission from Air Combat Command to Air Force Special Operations Command [AFSOC]. Quite frankly, I think this would be a mistake.

I agree with what the Air Force said a few years ago, that under ACC, the C–SAR assets could be mobilized faster during a national crisis, integrated into combat training, and tasked to support all rotations.

And, Admiral, given the importance of both the ACC and AFSOC command rescue operations, can you give us a sense of what the budget will look like for C–SAR operations, the combat rescue helicopter, and any plans for consolidation of the mission?

Admiral MCRAVEN. Sir, my son, an Air Force major, is also stationed at Davis-Monthan. And I was just out there a couple of weeks ago. Great airmen and a great facility.

Sir, as you point out, the Air Force had looked at and investigated the potential to move C–SAR into Air Force Special Operations Command. The decision was made not to do that, and I fully supported that decision.

I think it was, as with a lot of things, as the Air Force was dealing with sequestration, they were looking at opportunities to save some money to be able to resource other things. But at the end of the day, the decision was made not to do that. I am in complete agreement with General Welch. I do not know the details of the C–SAR budget, and I would ask—that is probably a question for General Welch, sir.

Mr. BARBER. Thank you very much again, to both of you, for your service.

And is it fishing that is in the future or what are you going to like to do when you are retired, General?

General FRASER. Seven grandkids, sir. Have fun.

Mr. BARBER. Very good. I wish you all the best.

Thank you so much.

I yield back.

The CHAIRMAN. Thank you.

Mr. Nugent.

Mr. NUGENT. Thank you, Mr. Chairman.

And I certainly want to thank our panel for your service to this country.

General Fraser, on your retirement, kudos.

Wrong state, but that is okay. We can invite you back to Florida.

Admiral McRaven, it is—Special Forces has done an outstanding job, and I really do appreciate your comments in regards to—some have pinned everything on special forces that can save the world,

and we—I think you hit it right on the head. It is a mixture of conventional forces and special forces in regards to what you can do.

Just quickly, though, on SOCOM, you have taken a lot of hits in regards to downsizing your command structure. And it sounds like you understand that and work that.

Do you see any major hits coming to that command structure in the next budget?

Admiral MCRAVEN. Sir, I don't. As we have gone through the process, we have been able to make a pretty good argument for why we need the command structure we need. The Secretary has supported that argument. And I think we are going to do pretty well in the budget, sir.

Mr. NUGENT. I think you have. I mean I think that you have gotten down to a lean fighting position that you need to have.

But as we look at a smaller component of our special operators, particularly as you look at our underwater delivery vehicles, as we may. And particularly when you look at the age of the fleet from that perspective, I know that SOCOM is working to come up with some other solutions on those submersibles, because we are working with these legacies that are, what, four decades old.

And so, I want to make sure that we are doing everything that we can to help you. And I know you have made a lot of progress, particularly in the three last years. As things start changing, you can shift your focus a little bit on looking towards the future.

So I think it is on the right track today, and I know that dry combat submersible is a priority for your command. I understand that you are using an accelerated approach to deliver this much-needed capability to our warfighters, who I care about, obviously, the most.

Having three sons in the Army, I get it. And I want to make sure that our warfighters have the ability to reach their objective and being in a position to be successful and return back to us.

Do you see any statutory requirements that we have in place that, you know, could harm the progress in the near term or in the future that we may need to address here?

Admiral MCRAVEN. Sir, thank you. The dry combat submersible is a key component of our maritime strategy as we move forward.

And, as you pointed out, really over the last 12 years, as we have resourced more of our kind of ground components and our air mobility components to fight the wars in Iraq and Afghanistan, we probably haven't paid as much attention to our maritime mobility, both surface and subsurface, as we should.

So the dry combat submersible is a key piece of our future. Right now, sir, there is a public law 112, that really I would offer could use a relook, because what it does is it takes us from exercising the dry combat submersible under a CAT [category] III program and wants us to look at it as a Category I program, so the difference between, you know, a smaller program and a larger program.

Right now, as I look at it as an ACAT–3 [acquisition category] program, it gives me, as the SOCOM commander, flexibility in assuming risk. And this is what it is all about. And frankly, I am prepared to assume a little bit more risk as we work with industry to build this capability.

If we have to look at it as an ACAT–1 program, then my ability to manage the risk and assume the risk is kind of taken out of my hands. So we would certainly request that we re-look this public law. And, if there is any room for us to maintain our flexible acquisition approach to the dry combat submersible, we would certainly appreciate that.

Mr. NUGENT. Well, I can certainly see—and having been an airmen, I hate to say back when, 1969 was actually—I think the Wright Brothers just gave up some of their stuff to us. But, the ability for us to reach our adversaries and put our folks in the best position to complete the mission, I think, is overwhelming and I really do appreciate your leadership, Admiral, in regards to looking past your nose and looking out into the future as—and we have not and you hit it right on the head.

We have military—and I have only been a Member of Congress here for 3 years, but the government has not done a good job of predicting our future warfare. We have been pretty miserable at it. No one suspected that we would be in Iraq and Afghanistan simultaneously. So who knows what the future brings.

So I do appreciate both of your leadership as we move forward. So thank you very much.

And, I yield back.

The CHAIRMAN. Actually, we have been quite consistent. We have been 100 percent wrong.

Mrs. Davis.

Mrs. DAVIS. Thank you, Mr. Chair.

Admiral McRaven, thank you very much for your extraordinary service.

And, General Fraser, for yours as well, and congratulations on your retirement. Well earned.

Admiral McRaven, I wanted to just, I think, follow up on the comment that you had made, really, in your testimony about the fact that our most extreme adversaries are not going to be susceptible to a non-violent message—ideology.

And, so we don't have a lot of choices in that realm. And I think you have probably touched on this probably with a number of answers to the members here, but we are not able to do mil-to-mil activity. Certainly there are a number of operations that we do to try and bring people together to capture hearts and minds, but when it comes to the next generation is there something that you feel that you are able to do that actually tries to break up the future for many of, young men particularly, that we encounter in that regard?

Admiral MCRAVEN. Yes ma'am.

And this is probably the most difficult task we have found in the course of the last 12 years is how do you get what we think is the right narrative out to the young Muslims that are on the fence. And, of course, the preponderance of Muslims are absolutely righteous and where they need to be, but it is the extremists that create some problems.

And no matter how much we try to address the narrative with the extremists, some of them are just irreconcilable and however having said that, we have a new generation that is coming up in the Muslim world, and I think we need to continue our efforts to

work with them, to partner with them, to find the moderate Muslims that are willing to work with us to buy down the extremism in their countries.

But extremism has a power all its own, and there are some out there that believe that the Al Qaeda ideology will crumble within itself, because it is a corrupt ideology and if we give it enough time it will collapse.

I am not one of those people. It is a corrupt ideology, but I do not know that in and of itself it will collapse inside. And so I think we have to pressure it. We have to pressure it with the support of the moderate Muslims that are out there. We have to pressure with support with our forces forward and building partner capacities to isolate the threat. I think it has got to continue to be pushed into the recesses and isolated so that it doesn't have the capability and the reach to be able to conduct acts against the homeland and our national interests.

Mrs. DAVIS. Along with our partners what has given you the most hope that that is a possibility down the line?

Admiral MCRAVEN. I think it has been my experience in Iraq and Afghanistan, and sometimes this is hard to convey to the American people just how good the Iraqi people and the Afghans are.

Ma'am I will tell you, the folks that I have worked with in the Iraqi military and the Afghan military are absolutely fabulous. They are wonderful people. They are patriotic. They want the same things we want.

So that gives me hope.

Having said that, at the same time, there is an extremist element of this that is irreconcilable and that I think we need to continue to pressure and isolate. But, I think what gives me hope is the people I have met. When you meet them, they are a wonderful, wonderful people and we need to continue to work with them and——

Mrs. DAVIS. Will special forces be playing a role at all in the election in Afghanistan, or are you folks in the background for this?

Admiral MCRAVEN. No ma'am, we—you know, the election is run by the Afghan people. And the U.S. military, in this case, we have no role other than to support the movement, you know, if we have to help move folks from point A to point B, the conventional military will do that, but no ma'am, we in the special operations community don't have a role in the elections in Afghanistan.

Mrs. DAVIS. Yes.

And General Fraser, just really quickly, is there anything you could change as you retire—any words of wisdom for the Congress? Ways that we work best with you?

What would you like to tell us?

General FRASER. Ma'am, I would just like to say thank you. Thank you for the open, candid dialogue that we can have in the relationship, because our ability to come over here to meet with you not only in this form but in the private meetings, I think, helps us all to better understand the challenges as we look forward to the future.

And so, we need to make sure that we are able to continue to have that dialogue, because there are difficult times ahead. It is unpredictable as to what the future holds. We know that in

TRANSCOM. We don't know where we are going to be called upon to go.

So I look forward, even in my life after I transition, to continue to make contributions where I can. So thank you.

Mrs. DAVIS. Thank you, we hope you will.

Thank you, Mr. Chairman.

The CHAIRMAN. Thank you.

Mr. Thornberry.

Mr. THORNBERRY. Thank you, Mr. Chairman.

And I particularly was interested in the exchange with Mrs. Davis and Admiral McRaven. The only thing I think is important to add is, there is another narrative that the other side is trying to put out there, and we, I think, often don't appreciate how effective they can be at making things, wedding parties or whatever the issue is that we are combating in this battle of the narratives.

It is another factor on the playing field. Admiral, you are kind enough to come back to us in a couple weeks with the Intelligence and Emerging Threats and Capabilities Subcommittee. I appreciate that. And so I may hold off in talking about other special operations issues until we have that opportunity.

General Fraser, in addition to the good sense you have to retire in Texas, I wanted to ask about a couple things.

In response to Mr. Wittman, you talked about the global infrastructure plan. There are some Members of the House and the Senate that are very concerned about the United States abandoning an air base in the Azores and believe that from a logistical standpoint that could be a key asset to getting to Europe, getting to CENTCOM, getting to Africa.

Do you have any comments about that?

General FRASER. Sir, we have provided input to the EIC, the European Infrastructure Committee, as to the bases we look at, the ability that—and capability that the various bases provide us. Also, looking at alternatives, trying to analyze that and what that would mean to the deployment of forces and moving around.

And so, we are doing that analysis. We are working with them to make sure it is totally understood what the impact of any changes may be in the future.

Mr. THORNBERRY. And when will that be complete—you may have answered that already.

General FRASER. Sir, the EIC is a different committee that is part of the Department of Defense——

Mr. THORNBERRY. So you are just submitting your input and you don't know when they are going to——

General FRASER. We are a part of that.

Mr. THORNBERRY. It is—as I say, there are some Members who are very concerned that we may be about to mothball something that we regret, one day.

Let me go back. You were asked, I think, by Mr. Miller about, and you talked a couple of times about the different efficiencies you have found in your command.

Going beyond efficiencies, as you have done these analysis and so forth, have you run into statutes or regulations that ought to be on our radar screen to help get more value for the money we spend in TRANSCOM?

I mean, obstacles to doing things better, because one of the things the chairman has asked us to look at is those sorts of reforms. And there is a lot of money that is spent in your area.

General FRASER. Yes sir, and one of the areas I have already pointed to has to do with our ability and flexibility in the command as an acquisition organization to work the different modes, the different contracts that are necessary to accomplish the mission. And, so having that.

One of the things, though, that we are working with our acquisition folks is exactly what you are talking about, are those things—are there things within the regulations—within the Federal acquisition regulations that inhibit our ability to move forward in the future?

One of the areas that I might highlight is, and this goes to other organizations or agencies, is trying to work with them as they make decisions and unintended consequences that it has with respect to Transportation Command.

Where I am coming from there has to do whether it is support of the military sealift program—the Maritime Security Program, excuse me, last year when that was not fully funded, it was impacted by sequester, we broke faith with industry. We failed to pay them the last 6 weeks of the year. They had signed up. They had committed 60 ships, 10-year increments, and that was the same time we were about ready to go into another approval for them to commit and then we break faith with them.

The unintended consequence is then how do they go to their boards, how do they work with industry to modernize, to capitalize, and re-capitalize as they go forward in the future?

So are there other things that other committees in other areas have unintended consequences? Unintended consequences when we change the regulations and we are not—with cargo preference and that may be a minor adjustment, but that can impact merchant mariners.

And so we are in a dialogue and have an agreement now that we are right at surge capacity for merchant mariners. That is why we are very supportive of the development of a national maritime strategy and working very closely with MARAD.

So there are a number of areas that we have gotta work together on.

Mr. THORNBERRY. Well, and certainly, you all highlighting those for us, because we may not pick them up—would be helpful.

Thank you.

The CHAIRMAN. Thank you.

Mr. Veasey.

Mr. VEASEY. Thank you, Mr. Chairman.

I wanted to know about any plans to expand theater operations—theater special operation commands.

Admiral MCRAVEN. Sir, we currently have seven theater special operations commands. There is no intent to build more special operations commands. Having said that, what I am trying to do is strengthen the special operations commands so that they can be more responsive to the geographic combatant commanders.

So, as part of our review—our efficiency review—we actually migrated some of the manpower from the USSOCOM staff. But we

will be doing that over the course of the next couple years through the theater special operations commands to give them more capability in the intelligence shop and their operations shop and their planning shop, and actually, in their acquisition shop, as well.

Mr. VEASEY. If you needed to expand with, you know, personnel reductions that are looming, how would you be able to do that quickly, you know, given those type of budget constraints?

Admiral MCRAVEN. Yes, sir. I think the plan that we currently have on the books, in terms of migrating the manpower to the theater special operations command, will put us in a good position to do the support we need to do for the geographic combatant commander.

So, I don't know that I need any additional manpower. And I think what we have got in terms of a plan, a road map for the way ahead is sufficient.

Mr. VEASEY. As far as just resources and, I guess, competition for resources between the various services, how do you manage—how do all the branches manage that effectively under those sort of budget constraints?

Admiral MCRAVEN. Yes, sir. So, my money from Major Force Program 11—that is, USSOCOM money—that goes towards funding a certain part of a theater special operations command.

So, you know, in general, I put about $20 million a year into a special operations—theater special operations command. Now, that varies.

SOC Korea, for example, one of my smaller SOCs, is about $4 million. SOCCENT, my bigger SOC, is about $40, $45 million.

However, having said that, the services have executive agency responsibilities. So, they also have a bill to pay for the theater special operations commands. It goes through their service components.

We need to continue to have them pay that bill. And, of course, the sequestration impacts them, and they are looking at where they can find cost savings. We are continuing to work with the services to make sure that the TSOCs do, in fact, get funded at the levels we think are appropriate.

Mr. VEASEY. Thank you.

Thank you, Mr. Chairman.

The CHAIRMAN. Thank you.

Mr. Langevin.

Mr. LANGEVIN. Thank you, Mr. Chairman. Admiral, General, thank you for your testimony today and for your service.

Good.

Admiral McRaven, if I could just start with you—from fiscal year 2013 and fiscal year 2014, SOCOM-based funding was reduced nearly a billion dollars, with $183 million of that reduction coming from research, development, test, evaluation [RDT&E]. Can you tell this—were any of your priority acquisition technologies affected by this reduction? And as a corollary, are you concerned about support for emerging technologies currently in the R&D [research and development] phase that are needed to support SOCOM's mission set in the future?

Admiral MCRAVEN. Yes, sir. The R&D cuts we took, we kind of spread across the board so that no one program would take too dramatic of a cut. Now, that is not always the best way to manage

your research and development, but it worked for us this time around.

However, were we to take more significant cuts in RDT&E, then we would have to do really a vertical cut on some of our programs, and I think that would be detrimental.

Having said that, my staff, as we have talked about—the imbalance within my portfolio in terms of RDT&E, and O&M [operations and maintenance] and procurement and MILCON [military construction] dollars. So, one of the things that we are working to do over the next couple years is figure out how do I get that more in balance. What is the right percentage of RDT&E I need to do as a resource sponsor with my service-like hat on in order to provide the best capability to the soldiers, sailors, airmen, and marines that I have?

I am not sure I have that right, to be honest with you. What I do know is that we have not put enough into RDT&E over the last several years because, frankly, we have been fighting the short-term fight. As we looked at Iraq and Afghanistan, most of our money was going towards O&M to maintain our readiness, procurement money to buy the capabilities the soldiers needed. And we were not looking as far downrange as we should.

Having said that, I think we are beginning to bring it back into balance, but we still need some work.

Mr. LANGEVIN. Thank you, Admiral.

Admiral, if I could, also, can you talk about what role SOCOM is playing in the Defense Intelligence Agency's new Defense Clandestine Service [DCS]?

Admiral MCRAVEN. Yes, sir.

We have been working with the Defense Intelligence Agency as they have developed this Defense Clandestine Service. And I am a strong believer and supporter of the DCS concept. What it will do is put U.S. special operations operators, working for the theater special operations commands, they will be essentially dual-hatted.

Their tasking will come from the theater special operations command. They will have a reporting line, as well, to the Defense Intelligence Agency. They will work as an intelligence officer in various countries to collect the information that U.S. special operations needs to do its mission.

So, I think the DCS approach is the right one. We have, I think, a good broad base support with the inner agency, and we are working very closely with our intelligence partners to move ahead with the DCS.

Mr. LANGEVIN. Thank you, Admiral.

Last question for you. And then I hope I have time to get to General Fraser.

Could you update us on the ISR requirements that your command has, and how that is driving your investments over the current budget window?

Admiral MCRAVEN. Yes, sir. ISR, as you know, is a critical component to everything we are doing on the counterterrorism side, and my staff—we are building an ISR road map to look at both the unmanned and the manned ISR.

I think what we have got to take into consideration as we have, you know, come out of Iraq and we are drawing down in Afghani-

stan is, do we have the mix of ISR correct? Okay? In Afghanistan, we had the preponderance was unmanned, probably 60–40 unmanned to manned.

But now, as we move into other areas, we are trying to determine whether or not we need more manned ISRs. So, we are drawing down our U–28 fleet, for example, which is a single-engine prop job that we used in Afghanistan quite effectively, but it doesn't have the legs, really, to meet some of the ISR requirements we have in continents like Africa, where the problem set will be longer-range.

So, we are moving to an MC–12 platform. It is a dual propeller-driven, longer legs, better capability. We are looking at pure-fleeting our unmanned ISR, moving from the MQ–1, the Predator, to the MQ–9, Reaper—pure-fleeting that with the high-definition sensor.

So, that is all part of the direction we are heading. I am very comfortable with where we are.

The services are supporting our requirement. So, we have a requirement for a certain number of orbits for U.S. Special Operations Command. And then the services have a requirement to support us with some additional orbits. And we are working closely with the services to meet those commitments.

Mr. LANGEVIN. Thank you, Admiral.

I know my time is expired. I will submit my question for General Fraser for the record. And I know earlier, you spoke about the work you are doing. And you and I have spoken in my office privately about the work you are doing to support both the—our operators, as well as their families, and meeting all their needs so that the whole force is intact and staying strong.

I thank you for the attention you are paying to that, Admiral. Great job.

The CHAIRMAN. Thank you. The gentleman's time is expired.

Thank you very much for your service and for being here today. And this hearing stands adjourned.

[Whereupon, at 12:09 p.m., the committee was adjourned.]

A P P E N D I X

FEBRUARY 27, 2014

PREPARED STATEMENTS SUBMITTED FOR THE RECORD

FEBRUARY 27, 2014

POSTURE STATEMENT OF
ADMIRAL WILLIAM H. McRAVEN, USN
COMMANDER, UNITED STATES SPECIAL OPERATIONS COMMAND
BEFORE THE 113th CONGRESS
HOUSE ARMED SERVICES COMMITTEE

Mr. Chairman and distinguished members of the Committee, thank you for this opportunity to address you, the third in my tenure as the 9th commander of United States Special Operations Command (USSOCOM).

USSOCOM is one of nine Unified Combatant Commands, yet distinct in its numerous Service, military department, and defense agency-like responsibilities. Under Title 10 U.S. Code Sections 164 and 167, it is my legal responsibility, as USSOCOM Commander, to organize, train and equip my force. This includes building a strategy that supports the goals and objectives of the Defense Strategic Guidance and providing combat ready forces to the President and the Secretary of Defense. Our mission remains to provide trained, equipped, ready, and regionally aligned special operations forces (SOF) in support of Geographic Combatant Commanders (GCCs), and through unified action, conduct sustained special operations to eliminate threats to U.S. interests and protect the American people. I am greatly appreciative of the continued support from Congress and this committee in particular. We welcome the opportunity to update the members of the House with our current posture.

As it stands today, my force is comprised of 66,000 men and women. On any given day, our SOF are deployed in over 75 countries, in many cases working side-by-side with multiple interagency and international partners. Our unique contribution to national security emanates from our superb SOF warriors, who time and time again demonstrate their dedication to duty, tenacity, and unwavering commitment to the security of our Nation. Since 9/11, our operations, ranging from peacetime engagement and building partner capacity, to direct action raids and irregular warfare, have contributed significantly to not only our own National Security, but global stability at large. As their Commander, I will forever be grateful for the contributions of these fine men and women and their families who support them.

Generational Conflict

Our Nation and its allies are engaged in a generational conflict. Our most extreme adversaries largely consist of individuals and organizations that are irreconcilable to a non-violent ideology. Terrorism and extremism are problems that we will have to deal with for some time to come. We face unprecedented challenges from an increasingly complex operating environment filled with agile, rapidly adapting belligerents — adversaries that we expect to be even more innovative and asymmetric in their approach to conflict in the years ahead.

Complicating the global situation are some key trends shaping the strategic security environment: the redistribution and diffusion of global power; the rising role of non-state actors; the easy access to advanced technology — especially information technology; shifting demographics — specifically the rapid growth and expansion of the urban environment; and the improving, yet still fragile economic health of the United States and its partners. Modern interconnectivity ensures that instability and conflict will not often be constrained by geographic boundaries. There is no such thing as a local problem. Local issues quickly become regional, and regional issues inevitably have global influence.

Afghanistan is a prominent example of this. Their security infrastructure is still fragile, and under constant threat from multiple groups. Although the Afghan Army is leading operations there, and the Afghan Local Police have grown in size and capability to foster stability in dispersed villages, there is more work to be done.

In Yemen, al-Qa'ida in the Arabian Peninsula continues to find ungoverned spaces from which to operate and from which to stage attacks and promote their violent ideology. In Northwest Africa, al-Qa'ida in the Islamic Maghreb, al-Murabitun, al-Shabaab, Boko Haram, and other violent extremist groups are fighting to expand their influence, destabilize communities, and discredit weak governments.

In the Levant, the flow of foreign fighters into Syria is unprecedented, even compared to what we saw in Iraq. The experience they gain will threaten future regional stability and feed violent

extremist organizations as they flow back out of that civil war and threaten our allies and partners in the Middle East, Europe, and beyond. In the Pacific, growing tensions between regional powers raise the risk of miscalculation.

In the Western Hemisphere, alliances between transnational criminal organizations, violent extremist organizations, and state leaders create corruption and threaten governments' stability. Growing relationships between terrorist organizations and human smuggling networks present new opportunities to move terrorists and contraband around the world undetected via smuggling routes. The challenges the U.S. and its allies face from transnational violent extremist organizations require a global approach and a global perspective to counter a global threat.

Persistent Engagement

Active, forward engagement is the foundation of this global Special Operations approach, and represents the comprehensive, layered defense required to isolate violent extremist networks and prevent adversaries from conducting successful operations against the homeland, U.S. interests, and our allies. In accordance with Presidential and SECDEF guidance and in coordination with the Department of State, we continue to forge relationships with partner nations, where augmenting the capability of local forces equates to perhaps the most cost-effective way of deterring adversaries worldwide and protecting American citizens abroad. While doing so, we remain committed to human rights vetting and the safeguarding of civil liberties throughout these military and strategic alliances.

Our SOF engagement takes place in the Human Domain — the totality of the physical, cultural, and social environments that influence human behavior in a population-centric conflict. The Human Domain is about developing an understanding of, and nurturing influence among, critical populaces. SOF is uniquely suited for operations that win population-centric conflicts, oftentimes, and preferably, before they start.

Chairman Dempsey has said that successfully confronting tomorrow's national security challenges requires "building a stronger network to defeat the networks that confront us." Networks are rooted in relationships, and building global relationships requires trust. At its

foundation, relationships can only be achieved by persistently engaging with willing partners. Increased understanding, trust, and influence are vital to preventing miscalculations and protracted conflicts. Proactive, relationship-based approaches grow through effective, enduring partnerships and globally-agile, forward-deployed or forward-based SOF. SOF can achieve these strategic ends with a small footprint, while not constituting an irreversible foreign policy decision.

However, no matter how much we engage regionally and globally and seek peaceful paths to stability, we will inevitably find ourselves facing irreconcilables, bent on organizing and executing operations against our homeland, interests, and allies. Defeating organizations like al-Qa'ida, its affiliates and adherents, requires persistent pressure against their critical requirements, capabilities, and resources. It requires the removal of key leaders, denying/disrupting safe havens, severing connectivity between extremist nodes, challenging violent ideology, and offering alternatives to potential recruits. When we remove pressure, we see them metastasize, regionally and globally. To that end, we must maintain the world's premier capability to conduct global, full-spectrum direct action — unilaterally if required. Our ability to proactively apply pressure and, when required, respond quickly with decisive action requires access; and access requires active forward engagement by the interagency team.

Organized for Success

In order to have persistent engagement, we need to be organized for success. Our organization must be prepared to employ the guidance we receive from the President, the Secretary of Defense, and the Chairman. In his May, 2013 speech on U.S. Counterterrorism policy, the President said, in part:

> "Beyond Afghanistan, we must define our effort not as a boundless global war on terror, but rather as a series of persistent, targeted efforts to dismantle networks of violent extremists that threaten America."

Our strategy is further informed by the current Defense Strategic Guidance, which directs the Joint Force of the future to be agile, flexible, ready, and use *innovative, low-cost, and small footprint approaches*. The Secretary and the Chairman also issued guidance for USSOCOM to

develop a campaign plan to achieve strategic end states and persistently align SOF capability and provide SOF support to GCC requirements.

Additionally, the "Forces For" Unified Commands Memorandum (which assigns forces to U.S. commands across the globe), signed by SECDEF in 2013, gives USSOCOM Combatant Command authority over the Theater Special Operations Commands (TSOCs) — units assigned to each of the seven Combatant Commands (e.g., EUCOM, PACOM). USSOCOM's management of the TSOCs establishes the global agility necessary to support the GCCs with the correct mix of SOF capabilities at the right time and place. It is with this national-level guidance that we have sought to strengthen our global SOF network of allies and partners.

In September, 2013, USSOCOM hosted a Global Synchronization Conference. The GCCs gathered in our headquarters to review and discuss SOCOM's plan to align capability and support their steady-state requirements and national objectives; the visiting commanders' feedback was overwhelmingly positive. Our plan aims to protect the American homeland through an active, layered defense by sustaining special operations forces forward to engage partners and proactively deter, prevent, and when necessary, defeat threats to the United States.

In order to meet these objectives, we are taking several actions. First, as we draw down from Afghanistan, we are redistributing those forces across the Combatant Commands to better meet the needs of the regional military commanders. Second, we are in the process of realigning our CONUS-based forces to focus more closely on regional problem sets, ensuring that our personnel are true experts in the terrain, languages, and cultures in their respective areas of responsibility. Third, we are establishing subordinate task elements who have a high-end counterterrorism capability under each Theater Special Operations Command. Finally, to tie it all together, we've implemented a daily coordination system of enterprise-wide video teleconferences to share information across the global network and synchronize effects. The network is now truly beginning to perform to its potential. As the global synchronizer for the planning of global operations against terrorist networks, USSOCOM can provide a sustained level of effort regionally and link those efforts to create global effects.

None of this can be accomplished without resources, and we are pleased that the recent passage of the Bipartisan Budget Act (BBA) safeguards both Command readiness levels and SOF's current capabilities; we thank you for this stability. After a rigorous Program Budget Review, USSOCOM's budget is not expected to reach the levels projected in the five year budget plan submitted by the President last year. But, despite current fiscal austerity and force drawdown, the office of the Secretary of Defense has recommended that SOF grow to 69,700 personnel from roughly 66,000 today. These numbers reflect Congress' and DOD's intent to rebalance the Nation's defense, which began with the 2006 Defense Quadrennial Review.

In order to maintain a global SOF network compatible with Defense Strategic Guidance, USSOCOM's programmed manpower plan is essential. Preserving our current level of resource flexibility within investment accounts cannot be overstated. USSOCOM relies heavily on Overseas Contingency Operations (OCO) funding today, with the National Mission Force, in particular, funded with 67% of OCO. In addition, we remain reliant on the Services for logistics, installations services, combat service support in forward deployed locations, and institutional training and education. We look forward to working with Congress to maintain a sustainable long-term funding stream.

We are engaging with the conventional forces as they adapt to strategic guidance in their own ways. We are coordinating with the Army's effort to regionally align their forces, the Navy's push to revitalize the maritime proficiency of their SOF after over a decade of land-centric operations, and the Air Force's focus on development of Intelligence, Surveillance, and Reconnaissance (ISR) capabilities. We are collaborating with the Chief of Naval Operations and the Commandant of the Marine Corps to provide special operations forces liaison elements to deploying Marine Expeditionary Units/Amphibious Readiness Groups. These teams will provide enhanced capabilities to the Geographic Combatant Commanders by leveraging our enduring partnership with the United States Marine Corps.

We continue to strengthen our relationships with our interagency partners, whose collective support is absolutely essential to our operations. Special Operations are but one part of a tremendous team of interagency partners, including the Departments of State, Justice, Homeland

Security, Treasury, the FBI, the Intelligence Community, and many others that are keeping our Nation safe. One of our most significant partners is the National Security Agency (NSA). We could not perform our counter-terrorism mission without the NSA — period! The work these incredible professionals do every day in defense of this Nation is inspiring. I could not be more proud to be associated with these great Americans. In order to ensure SOCOM's actions are fully coordinated with this interagency team, we maintain a robust network of special operations support teams with many of our partners, as well as maintaining liaison officers from those agencies at our headquarters in Tampa.

Our ability to organize for success would be impossible without my unique authority, by law, to equip my force with SOF-unique capabilities through my Acquisition Executive and Special Operations Research, Development, and Acquisition Center (SORDAC). USSOCOM is developing several acquisition programs needed to carry out the strategic guidance we have been given. Our priorities in FY 2014 will include equipping SOF operators as a system; recapitalizing and procuring new air, ground, and maritime platforms; and ensuring we have the communications infrastructure and equipment to sustain operations.

USSOCOM will build upon our ability to provide 24/7 ISR throughout the full spectrum of operations. We continue to modify our wide variety of manned aircraft with the latest in sensor technologies. For unmanned systems, to meet current and emerging threats, USSOCOM will rely on longer endurance platforms which include a fleet of extended range MQ-9 Reapers. We will use our rapid acquisition capabilities to ensure they are responsive to the needs on the battlefield.

We are recapitalizing our venerable C-130 fleet. The AC-130J program, which will eventually give the entire fixed-wing gunship fleet the latest in close-air support capabilities, started flight test. In 2013, the multi-mission MC-130J program delivered nineteen aircraft and is on track to replace our aging MC-130H penetrator and MC-130P tanker fleets.

Also, to ensure the SOF operator has the required agility for future security environments, we've initiated the procurement of a new Ground Mobility Vehicle (GMV). This vehicle can negotiate

challenging terrain and, importantly, is internally transportable via our SOF rotary-wing aircraft. We are fielding a new fleet of surface maritime mobility craft, including the continued deliveries of the Combat Craft Assault (CCA) platforms, and the down select to the final Combatant Craft Medium (CCM) platform. Additionally, we continue the development of new subsurface maritime craft through the Shallow Water Combat Submersible (SWCS) and Dry Combat Submersible (DCS) efforts.

Enterprise-wide, we recognize a need to expand communications infrastructure, especially with respect to ISR data. Spurred by conflict over the last 13 years in the CENTCOM area of responsibility, the U.S. has invested heavily in a robust terrestrial network of fiber optic cables and other equipment that transports massive amounts of information to and from Southwest Asia. As we draw down in Afghanistan, SOF Airborne ISR assets will likely shift to areas lacking that robust terrestrial network. In response, we continue to pursue a DOD-wide, joint airborne ISR data transport enterprise that is both cost efficient and capable of supporting any ISR asset, independent of platform or sensor.

SOCOM also continues to pursue game-changing technologies, utilizing a process that allows better synchronization of SOF-related technology initiatives with government agencies and other technology developers. For FY 2014, SOCOM is focusing on strategic, long-term technology development efforts in order to enhance protection and survivability for our operators through advanced materials and methods. This includes hardware that augments human physical and sensory capabilities, improves the precision and lethality of existing weapon systems, and improves situational awareness.

For instance, the Tactical Assault Light Operator Suit (TALOS project — referred to by some as the "Iron Man Suit") represents our Nation's best effort to leverage emerging technology to ensure that our SOF operators are protected to the maximum extent possible. Equally important, the project has the potential to drive improvements in how we do acquisitions by fostering new collaborative development models within industry. By teaming with a wide range of corporations, government agencies, universities and national laboratories, the TALOS project is leveraging the expertise of leading minds throughout the country to redefine the state of the art in

survivability and operator capability. USSOCOM continues to streamline its acquisition processes to achieve maximum outputs at lowest acquisition cost, while maintaining its reputation as the DOD's premier rapid acquisition organization. We appreciate Congress' support for these programs so we can accomplish the strategic goals the President has set for us.

People -- Our Most Important Resource

We will never be able to organize for success if we don't take great care to preserve our force. Perhaps our most enduring and important SOF truth is that "humans are more important than hardware." While the high-tech gear is critical to our success, we are also masters of the low-tech — the operator who can be cold, wet, miserable, and in harm's way, but persevere to accomplish the mission. Everything we do as a command is entirely dependent on those highly-skilled people that make up the Special Operations community, and those highly-skilled people rely on strong family support in order to operate forward in complex environments.

Preservation of the force and families, commonly known as POTFF, is therefore **our number one priority here at home**! The welfare of these brave service members and their families is critical to our command's readiness and our ability to accomplish the mission. It is also a moral imperative. We demand the best from our people and in return have an obligation to provide the best care, education, equipment, and training to them. We are grateful to Congress for passing into law Section 554 of the FY 2014 Defense Authorization Act, which authorizes us to support family programs by finding innovative solutions to meet their unique needs.

Over the past year, USSOCOM has made tremendous strides in developing an integrated series of capabilities to build and preserve the fighting strength of the SOF warrior and assure the well-being of their families. We are approaching this endeavor via multiple lanes, combining mental, physical, social, and spiritual aspects into a holistic approach. Building and preserving the resilience of our warriors and their families ensures SOF mission readiness and functional capability.

Looking to leverage innovative ways to not only care for our warriors, but improve their performance, we have expanded our evidence-based Human Performance Program (HPP) to the

entire force. This is not a separate medical system — far from it. We continue to get outstanding medical support from our Service partners.

The HPP is designed to meet the unique physical needs of SOF operators, who operate in a variety of austere environments with harsh terrain and carry specialized equipment that requires peak physical conditioning. Our SEALs and special boat operators may parachute into the ocean and conduct an over-the-horizon swim in 60 degree water temperatures while dragging heavy equipment one day, then patrol several miles through dense jungle to conduct a reconnaissance mission the next. Our Green Berets may be called on to infiltrate independently into a denied area and traverse rugged terrain at altitudes of over 8,000 feet with over 100 pounds of gear on their backs in order to link up with an indigenous force. Our special mission units often conduct high-altitude low-opening (HALO) parachute jumps from over 18,000 feet, with oxygen, and then assemble and conduct a ground movement to the target area. These unique, varied activities tax the human body in extraordinary ways and require tailored physical conditioning, before, during, and after their operations.

This conditioning is accomplished in part through a comprehensive "pre-habilitative" physical training program, developed and led by certified professionals. It involves focused strength and conditioning, performance nutrition, and physical therapy. The idea is to provide a "tunable" program that can deliver specific, enhanced areas of performance to individual SOF units. Where it previously existed as a conceptual model, it is now available to all SOF operators. We continue to develop best practices and metrics to support the validity and effectiveness of the program. The net result is improved readiness and reduced healthcare costs through early intervention, rapid rehabilitation, and injury reduction. This program is vital to the readiness and resiliency of our force and ensuring mission success in the most demanding environments.

The Command's Psychological Performance Program has also developed substantially over the past year. We have embedded behavioral healthcare professionals throughout the SOF enterprise and this proximate presence has made a tremendous difference to the service members and their families. Commanders have related how the skill and accessibility of these professionals has saved lives and they now view these care providers as integral members of the command's staff.

The constant, embedded presence of the behavioral health staff is also breaking the stigma associated with seeking care.

We need these specialists more than ever because suicides continue to be a challenge. While the Department saw a marked decline in suicides this past year, the SOF community's rate remained tragically steady. Accordingly, we are redoubling our efforts to ensure that our leaders are fully engaged with their personnel. As such, we are working with DOD and academia to provide additional training and resources to arm leadership, providers, and chaplains with the knowledge and understanding they need to help prevent further loss of life. Full application of the POTFF initiative will build within our operators the resilience they require to deal with the stress we put upon our force.

In addition to our focus on psychological, physical, and mental health, we are striving to provide the Geographic Combatant Commanders the most educated SOF operators possible to support their objectives. Our operators require the ability to rapidly think, assess, and respond at the tactical level while always considering strategic implications. In addition, they require advanced cognitive skills that enable them to interpret regional activities in the context of a complex world.

These skills are developed through advanced education, in concert with language training and regional proficiency, providing the SOF operator with comprehension and reasoning abilities that enable true regional expertise. We continue to work with our Service partners to ensure these education efforts are not duplicative, but are "SOF specific." One way in which we achieve this is through Joint Special Operations University, which last year taught over 8,000 students, to include SOF and non-SOF, military and civilian, international partners and U.S. members alike, through both resident and distance learning SOF education programs.

Lastly, we are in the process of implementing the SECDEF's guidance to integrate women in all combat military operational specialties no later than January 2016. We have had women attached to our combat units for several years, serving with Cultural Support Teams, Civil Affairs, Military Information Support Teams, Intel, and a host of other occupational specialties and they have performed magnificently. While we are still assessing the feasibility of including

women in certain combat specialties, we have already begun to fully integrate them into our SOF aviation career field.

We Can't do it Alone

Even as we produce and develop a force that is organized for success, capable of persistent engagement, and prepared for enduring conflict, we can't do it alone. While we must maintain unilateral capabilities, a partnered approach with local civilian and military forces will always be the most effective bulwark against global, borderless threats. To that end, we're working to engage with the right partners, with the right training, connected and enabled in the right way.

We are expanding our network of foreign liaison officers to create a sense of community with the interagency, allies, and partner nations. Currently, ten partner nations are integrated into the USSOCOM headquarters and are working side-by-side with our staff on global SOF network matters. These officers serve as the "connective tissue" to our allied counterparts. Our ability to collaborate with partners must be underpinned by a robust communications infrastructure, and we need to expand tactical intelligence sharing with those partners willing to pursue like-minded objectives.

In 2013, joint exercises with Kenyan and Ugandan forces led to increased counterterrorism capabilities in their fight against al-Shabaab. Similarly, SOF assistance to Jordan and Lebanon lessened the impact of Syrian refugees on host communities. In Latin America, SOF contributed to efforts to counter transnational criminal organizations in Colombia and El Salvador.

Additionally, Section 1208 authority has been absolutely critical to our current and future efforts against al-Qa'ida and organizations of their ilk. It provides us the ability to apply a modest portion of our annual budget to deliver critical enablers to select irregular forces, groups or individuals, directly involved in the terrorism fight. This authority uniquely provides USSOCOM with access and skill sets in locations where the SECDEF has granted specific operational authority. This authority uniquely provides USSOCOM with access and skill sets in locations where we may not otherwise be able to operate, subject to SECDEF granting specific operational authority. The strategic value of enabling and leveraging such forces to carry out

tactical operations alongside, or even in-lieu of, U.S. forces cannot be overstated. We are appreciative of Congress' support for this authority since 2005, and are hopeful for continued support.

In summary, I believe we are involved in a generational conflict, one which requires persistent forward engagement to provide a layered defense and the ability to respond rapidly if a regional crisis occurs. To be successful in our fight against extremism and other threats to the United States, we must be organized for success, we must partner with those allies and friends who have mutual interests, and above all we must take care of our people — now and in the future.

I thank you for your continued support of our entire USSOCOM family — individuals committed to the safety and security of our great Nation. These proud warriors and their families rely on your support to accomplish the great things they do each and every day to ensure our Nation's security and way of life.

United States Navy
Biography

Admiral William H. McRaven
Commander, United States Special Operations Command
United States Navy

Adm. McRaven is the ninth commander of United States Special Operations Command (USSOCOM), headquartered at MacDill Air Force Base, Fla. USSOCOM ensures the readiness of joint special operations forces and, as directed, conducts operations worldwide.

McRaven served from June 2008 to June 2011 as the 11th commander of Joint Special Operations Command (JSOC) headquartered at Fort Bragg, N.C. JSOC is charged to study special operations requirements and techniques, ensure interoperability and equipment standardization, plan and conduct special operations exercises and training, and develop joint special operations tactics.

McRaven served from June 2006 to March 2008 as commander, Special Operations Command Europe (SOCEUR). In addition to his duties as commander, SOCEUR, he was designated as the first director of the NATO Special Operations Forces Coordination Centre where he was charged with enhancing the capabilities and interoperability of all NATO Special Operations Forces.

McRaven has commanded at every level within the special operations community, including assignments as deputy commanding general for Operations at JSOC; commodore of Naval Special Warfare Group One; commander of SEAL Team Three; task group commander in the U.S. Central Command area of responsibility; task unit commander during *Desert Storm* and *Desert Shield*; squadron commander at Naval Special Warfare Development Group; and, SEAL platoon commander at Underwater Demolition Team 21/SEAL Team Four.

McRaven's diverse staff and interagency experience includes assignments as the director for Strategic Planning in the Office of Combating Terrorism on the National Security Council Staff; assessment director at USSOCOM, on the staff of the Chief of Naval Operations, and the chief of staff at Naval Special Warfare Group One.

McRaven's professional education includes assignment to the Naval Postgraduate School, where he helped establish, and was the first graduate from, the Special Operations/Low Intensity Conflict curriculum.

Updated: 24 January 2012

Statement of

General William M. Fraser III, United States Air Force

Commander, United States Transportation Command

Before the House Armed Services Committee

On the State of the Command

February 27, 2014

INTRODUCING THE UNITED STATES TRANSPORTATION COMMAND 2014

Mission/Organization

The United States Transportation Command (USTRANSCOM) is a Total Force team of Active Duty, Guard, Reserve, civilian, commercial partners, and contractors who lead a world-class Joint Deployment and Distribution Enterprise. Our Service component commands, the Army Military Surface Deployment and Distribution Command (SDDC), the Navy Military Sealift Command (MSC), the Air Force Air Mobility Command (AMC); our functional component command the Joint Transportation Reserve Unit (JTRU); and our subordinate command the Joint Enabling Capabilities Command (JECC), in conjunction with our commercial industry partners, provide unparalleled logistics support and enabling capabilities to our warfighters, their families, and combatant commands (CCMDs) around the world.

USTRANSCOM, in partnership with commercial industry, provides global mobility and strategic enablers that rapidly project national power and influence – anywhere, anytime. As the Distribution Process Owner (DPO), we focus on end-to-end performance and on providing the most value by targeting process improvements and enterprise performance measurements. Our mission as the Global Distribution Synchronizer (GDS) complements our role as DPO by integrating transportation planning within and across combatant commands and the Services, while partnering with the interagency, industry and our allies.

In order to execute GDS responsibilities, the USTRANSCOM staff, in coordination with the distribution community of interest, has developed the Global Campaign Plan for Distribution. The plan is now in initial execution and will further refine the global distribution network into a more agile, scalable, and resilient network to meet U.S. national security objectives.

Strategic Plan Implementation Update

Last year, USTRANSCOM embarked on a five-year comprehensive and collaborative command strategic plan to position ourselves to respond effectively and efficiently to the rapidly changing operating environment and dynamic fiscal landscape. Today, our diverse team is committed to preserving readiness capability, achieving information technology (IT) management excellence, aligning resources and processes for mission success, and developing customer-focused professionals.

The Enterprise Readiness Center (ERC), formed from existing staff, ensures future readiness requirements are integrated into the business processes of the defense transportation enterprise. The ERC evaluates transportation opportunities, develops customer-focused transportation and distribution solutions, and engages in collaborative processes to preserve organic readiness and the viability of commercial partnerships. The ERC has increased both frequency and level of engagement with commercial partners to garner best practices and receive input from carriers on how we can operate more efficiently and effectively; partnered with the Defense Security Cooperation Agency to provide more comprehensive transportation planning solutions for Foreign Military Sales movements; and facilitated improved multimodal contract solutions, mainly in support of Afghanistan operations.

We transformed our corporate governance process by aligning our transportation working capital fund and USTRANSCOM-managed portfolio of capabilities with the Department's guidance for management of IT capabilities. Under this alignment, our Chief Operation Officer assigned a "Mission Area Management (MAM) Manager" to synchronize the IT investment process with the Planning, Programming, Budgeting, and Execution timelines to ensure effective, secure and efficient information delivery. Future MAM focus will be on moving away from stove piped systems to managing capabilities supporting the command. As the MAM process continues to mature, USTRANSCOM will be positioned better to support DOD strategies, joint capability needs, and other planning, programming,

budgeting and defense acquisition goals. Equally important, the command will provide improved customer service while controlling overhead costs to achieve IT management excellence.

USTRANSCOM's ability to be the transportation and enabling capabilities provider of choice requires that we invest in our most valuable asset, our people. We have generated initiatives to develop our personnel into a premier customer-focused organization, shifting our training paradigm to map individual roles to programs and developing leadership skill sets to include diversity, negotiation, team building, customer focus, and communication.

Our command strategy allows us to build on past successes and position USTRANSCOM to reliably deploy, sustain, and redeploy our nation's forces more effectively and efficiently—all while keeping a keen eye on improving collaboration and creating a climate of trust, innovation, and empowerment throughout our workforce.

Supporting Global Operations

USTRANSCOM manages the global mobility enterprise; our component commands execute the mission. In 2013, AMC and its Air Force Reserve and Air National Guard partners maintained a high operations tempo supporting Operation ENDURING FREEDOM (OEF) in Afghanistan as well as other contingencies and operations around the world. AMC deployed a rotational force of more than 32 C-130 Hercules tactical airlift aircraft and 60 KC-135 Stratotanker and KC-10 Extender aerial refueling aircraft and employed an additional 17 C-17 Globemaster IIIs for dedicated support to United States Central Command (USCENTCOM). By surface, MSC and SDDC moved over 6 million tons of cargo worldwide. In addition, MSC's tankers delivered 1.3 billion gallons of fuel to support global operations.

The JECC deployed 319 personnel for 14 contingency operations and two humanitarian assistance/disaster relief operations. These small, high-performing, mission-tailored packages continue to be the DOD's principal source of rapidly deployable joint planning, public affairs, and

communications professionals trained and experienced to enhance a Joint Force Commander's capacity to command and control joint operations in complex global environments.

The JTRU continued to provide necessary personnel augmentation to a wide array of functions across the command. Augmented operations are particularly critical during surge and contingency operations.

Support to Geographic Combatant Commands

The President directed the reduction of Afghanistan's Force Management Level to 34,000 troops by February 2014. We achieved this reduction through coordination between the geographic combatant commander and our commercial partners. We continue to support the reduction of materiel in Afghanistan through our partnerships with the geographic combatant commander, DOD agencies, the Services, and various host nations. We are postured to leverage these partnerships to meet the reduction of troops and materiel in Afghanistan by December 2014.

Our DOD customs team coordinates closely with USCENTCOM customs program managers and transportation planners to ensure U.S. Customs and Border Protection (CBP) and U.S. Department of Agriculture (USDA) "pre-clearance" entry programs are viable, available, and relevant to emerging transportation capabilities. Retrograde velocity has improved through joint interagency collaboration. The introduction and expansion of CBP-approved "Non-Intrusive Inspection" passenger and cargo scanning technology is a specific example of these efforts. Additionally, USDA's agreement to allow DOD to import USCENTCOM redeployment and retrograde cargo, cleaned to U.S. standards by USTRANSCOM approved transportation service providers, has significantly enhanced cargo processing.

USTRANSCOM continues to support strategic passenger movement support for the warfighter in the USCENTCOM AOR. Opened December 21, 2001, the Transit Center at Manas, Kyrgyzstan, has

been a key U.S. military transportation and logistics hub for operations in Afghanistan. As Transit Center Manas closes this summer, we will continue to provide those same functions from other strategic nodes in our network. The warfighter in Afghanistan will see no degradation in our operations in 2014.

Lines of communication for operations in Afghanistan are fully mature. We have established numerous multimodal locations around the globe that use a combination of airlift and sealift for operations in Afghanistan. These multimodal locations leverage strategic transportation capabilities of both regional and commercial partnerships and provide operational flexibility. This is the same flexibility that alleviated any impact on operations when the Government of Pakistan closed the Ground Lines of Communication (GLOC) in November 2012 for approximately seven months as a result of a cross-border incident. Since the Pakistan GLOC reopened in July 2013, we have moved 47,557 STONs of materiel through Karachi, Pakistan, from Afghanistan. We have also used multimodal locations in Rota, Spain, and Constanta, Romania, for major brigade-size movements of troops and materiel. Additionally, since March 2013, USTRANSCOM has deployed and redeployed 231,000 personnel and moved over 284,000 STONs of materiel out of Afghanistan from locations such as Baku, Azerbaijan, Dubai, United Arab Emirates, and Aqaba, Jordan.

In support of the warfighter and the training of Afghan National Security Forces (ANSF), we have moved nearly 20,000 containers of supplies and delivered over 10,000 light tactical vehicles and 200 up-armored medium tactical vehicles. While we still face challenges, we cleared the backlog of ANSF cargo, stuck during the 2013 Torkham closure, of approximately 7,000 pieces of rolling stock stopped at Pakistani ports and approximately 1600 pieces of rolling stock held at the Port of Jacksonville, Florida. Over 2,000 vehicles were also moved from Thailand to Afghanistan through the Trans-Siberian Rail Route.

The JECC's Joint Communications Support Element (JCSE) continued rotational deployments providing communications services to joint and special operations units executing multiple missions in support of OEF in various locations throughout Afghanistan and elsewhere. The Joint Planning Support Element (JPSE) and Joint Public Affairs Support Element (JPASE) provided joint planning and public affairs expertise to various USCENTCOM missions, including deploying joint planners to USCENTOM's headquarters staff and to the International Security Assistance Force Interagency Operational Planning Team in Kabul, Afghanistan.

In the U.S. Pacific Command's (USPACOM) AOR, USTRANSCOM supported numerous operations that enhanced the security and preparedness of U.S. and allied forces. We supported multiple deployments and redeployments in support of OEF in the Pacific region; provided strategic airlift and sealift to military security forces and special warfare units to the Republic of Korea, Japan, and Guam in support of USPACOM's Theater Security Cooperation program engagement strategies and objectives; and supported U.S. Special Operations Forces Joint Command Exercise Training throughout the Asia-Pacific region with strategic airlift and sealift. USPACOM's Joint Chief of Staff Exercises COBRA GOLD in the Kingdom of Thailand, COMMANDO SLING in the Republic of Singapore, BALIKATAN in the Republic of the Philippines, and KEY RESOLVE and ULCHI FREEDOM GUARDIAN in the Republic of Korea required movement of more than 14,000 passengers and 4,775 STONs of cargo by strategic airlift and over 600,000 square feet of cargo by sealift.

The JECC's JCSE deployed for Pacific Partnership 2013, U.S. Pacific Fleet's annual disaster response preparation mission, in the Indo-Asia-Pacific region and provided critical ship-to-shore communications services and executive communications support for the mission commander for more than four months aboard the USS PEARL HARBOR. The JPSE deployed to USPACOM headquarters

to assist the staff with contingency planning, course of action development, battle rhythm development and other essential knowledge management processes.

We provided support to the National Science Foundation, through Operation DEEP FREEZE, by coordinating two mid-winter medical evacuations, delivering over 2,800 passengers and nearly 1,500 STONs of cargo via C-17 aircraft and delivering nearly 6 million gallons of fuel and over 3,500 STONs of cargo via sealift to McMurdo Station, Antarctica. We also coordinated the backhaul of over 1,200 STONs of cargo from Antarctica.

During Operation DAMAYAN, Typhoon Haiyan relief in the Philippines, USTRANSCOM deployed four Knowledge Management (KM) Subject Matter Experts, six members of the JPASE, and two Initial Entry Package (IEP) communications support team members from the JECC to support USPACOM and Marine Forces Pacific headquarters. The KM team assisted USPACOM with development of a battle rhythm and synchronization of CCMDs and forward deployed forces. The JPASE provided USPACOM with public affairs capabilities and the IEP communications support team facilitated public affairs activities in an austere environment.

In the U.S. European Command's (USEUCOM) AOR, USTRANSCOM transported 311 passengers and 2,213 STONs of unit equipment in support of USEUCOM's Ballistic Missile Defense mission in Turkey to counter threats from Syria. USTRANSCOM also moved 279 STONs of rations and medical supplies for delivery to the Supreme Military Council for distribution to those in need. In coordination with USEUCOM and USCENTCOM, we performed trans-load operations for more than 6,500 passengers at Mihail Kogalniceanu International Airport, Constanta, Romania. During these missions, deploying Soldiers and Marines were transloaded from commercial aircraft to military aircraft for onward movement to Afghanistan and redeploying Soldiers and Marines were transloaded from military aircraft to commercial aircraft for movement back to the U.S. We supported Presidential travel

to Northern Ireland, Germany, Sweden and Russia, deploying 86 passengers and moving 203 STONs of cargo. The JECC's JPSE deployed joint planners to USEUCOM headquarters to assist with operational planning efforts for various contingency operations. Finally, in support of the Organization for the Prohibition of Chemical Weapons, USTRANSCOM activated the CAPE RAY, a roll-on/roll-off class vessel. USTRANSCOM's Navy component, MSC, assisted the Department of Transportation's Maritime Administration with the CAPE RAY's modifications and installation of the Field Deployable Hydrolysis System.

In the U.S. Africa Command's (USAFRICOM) AOR, USTRANSCOM deployed 586 French Soldiers and 1,462 STONs of French military cargo in support of France's counter-terrorism operations in Mali. The JECC supported a Global Response Force (GRF) mission, filling operational planning, public affairs, and communications gaps during initial planning efforts for French combat operations in Mali. We deployed and redeployed 783 passengers and 7,702 STONs of cargo in support of Combined Joint Task Force-Horn of Africa to Djibouti, Kenya, and Tanzania. We deployed 61 passengers and 54 STONs of cargo for USAFRICOM's Counter-Lord's Resistance Army mission in Uganda. We deployed 850 Burundian Soldiers and 273 STONs of equipment into the Central Africa Republic from Burundi, supporting USAFRICOM and coalition partners. We deployed and redeployed 153 passengers and 690 STONs of cargo and provided joint task force planners and logisticians to support Presidential travel to Senegal, South Africa, and Tanzania. Finally, we supported the President's movement to and from the Republic of South Africa for former President Mandela's funeral.

In the U.S. Southern Command's (USSOUTHCOM) AOR, USTRANSCOM provided strategic airlift and associated enablers facilitating the release or transfer of designated detainees to foreign governments. Detainee movement coordination involves multiple agencies including the Office of the Secretary of Defense (OSD), Joint Staff, USSOUTHCOM, and others. We have successfully completed

100 percent of these sensitive missions without incident. Additionally, the JECC's JCSE continued maintenance and operation of one of USSOUTHCOM's Deployable Joint Command and Control Core systems.

In the U.S. Northern Command's (USNORTHCOM) AOR, the Modular Airborne Fire Fighting System equipped C-130 aircraft provided by AMC flew 576 sorties totaling more than 540 flying hours and released more than 12.6 million pounds of fire-retardant, combating wildfires in direct support of U.S. Forestry Service operations.

Interagency and Other Support

The planning framework that is the foundation of distribution synchronization has proven useful for our strategic partners from across the interagency community to assess their respective planning efforts from a logistics and distribution perspective. Planning conducted from this perspective, illuminates interesting challenges that might otherwise be overlooked. For example, we should carefully consider how to maintain the hard-earned trust we have developed with allied, friendly and cooperating nations during our deployment efforts, as we now redeploy and re-balance to other regions. These relationships, some of which have been established and nurtured as a result of our expeditionary requirements, are reaping diplomatic, economic, and geopolitical benefits that contribute directly to regional security and stability. For example, last year we invited military officers from several key Pacific partner nations, to include the Philippines, Thailand and Vietnam, to visit USTRANSCOM as part of our Outreach Program. These familiarization visits set the stage for my subsequent trips to the region, reinforcing professional contact and facilitating a dialogue on mission support. Furthermore, these engagements opened the door for access for our engineers to assess en route infrastructure capabilities and capacity at valuable sea and aerial ports throughout the Pacific.

USTRANSCOM operations project and sustain forces globally, and we rely upon the integrity and availability of foreign, commercial and civil transportation infrastructure and service providers, as well as information systems in the unclassified government and commercial domains. These include U.S. and foreign-operated maritime and aerial ports, business systems of commercial carriers, and USTRANSCOM's information systems that must operate on the Non-classified Internet Protocol Router Network, and outside the Department's information system boundary. In order to assure the availability of networks and information for en route infrastructure and services, USTRANSCOM's contracts require cybersecurity standards that foster the exchange of incident information between us and our commercial partners.

Quadrennial Defense Review (QDR)

USTRANSCOM is an active participant with the Services, OSD, Joint Staff and other CCMDs during development of the congressionally mandated 2014 QDR. We contributed assessments for various force-sizing and funding scenarios involving military requirements supporting global contingency and humanitarian operations. Our major concern for the future is assuring access to the shared areas of land, sea, air, space and cyberspace – for our distribution forces to support ongoing and future operations. The DOD's multimodal distribution forces and our commercial transportation partners require assured access to the global commons and reliable world-wide infrastructure of airfields and seaports to enable steady-state and crisis operations.

Strategic Rebalancing to the Asia-Pacific Region

A major part of DOD strategy is to protect freedom of access throughout the global commons that are crucial to the world's economy and our nation's ability to project and sustain global power and influence, and support our friends and allies. After more than a decade of engagements in the Middle

East, the nation's strategic rebalancing toward the Pacific emphasizes our longstanding and enduring relationships with Asian allies and key partners. However, the vast distances in the Pacific challenge strategic reach and highlight the need for assured access and delivery capability. USTRANSCOM, as the GDS, depends on a worldwide, multimodal network of both military and commercial airfields and seaports in the Pacific to ensure the rapid delivery of forces and sustainment for both humanitarian and contingency operations. We will meet USPACOM's needs with sophisticated and flexible transportation solutions that bring together the command's plans, operations, communications and intelligence capabilities. While USTRANSCOM continues to deliver vital transportation and distribution-related support for U.S. commitments in other areas of the world, preserving and improving strategic en route infrastructure for airlift and sealift in the USPACOM AOR remains a critical requirement.

Air Mobility Readiness

The air mobility force structure, comprised of organic and commercial aircraft, is planned to meet strategic airlift and air refueling requirements of the 2013 National Defense Strategy by carefully balancing risk to force structure and modernization while maintaining readiness and personnel programs across all mission areas.

The KC-46A will be equipped with navigation and communication equipment enabling worldwide operations. Also, the KC-46A will have greater refueling capacity and increased capabilities for cargo and aero-medical evacuation. It will have the capability to receive fuel in flight through an air refueling receptacle and will be able to operate closer to threat areas than legacy tankers through use of self-defense and protection capabilities plus the necessary battle space awareness to mitigate threats. It will provide increased aircraft availability, more adaptable technology, more flexible employment options, and greater overall capability.

C-130's continue to provide intra-theater airlift operations around the globe. Since aircraft viability and assured airspace access is vitally important to meet combatant commander (CCDR) requirements with the intra-theater fleet, we support efforts to upgrade the C-130 avionics capabilities necessary to operate in future airspace environments.

The Air Force is pursuing initiatives to sustain strategic readiness for both the C-17 and C-5 fleets. Converting to a common fleet configuration for the C-17 will enhance sustainment efficiencies and improve operational flexibility to support our dynamic rapid global mobility mission. The Reliability and Re-engining Program for the C-5 fleet provides better operational performance and reliability for this heavy airlift platform. Both conversions are keeping our strategic airlifters viable and ready to support our nation's requirements.

The Civil Reserve Air Fleet (CRAF) is a voluntary commercial segment of our mobility force, giving us access to commercial fleets and infrastructure and providing capability to rapidly deploy forces and equipment globally. In the midst of declining business for our CRAF carriers, USTRANSCOM has made significant efforts to bolster relations with the CRAF industry through military and industry joint venues. The CRAF Executive Working Group, National Defense Transportation Association, and the Military Aviation Advisory Committee are examples of venues which work to develop solutions and exchange ideas to effectively ensure the future viability of the CRAF program. These forums have already been productive. We have listened to industry concerns and have pursued multiple avenues to maximize business opportunities, not only by streamlining operations through CRAF preferences in policy, but adjusting operating procedures and guidance to maximize workload to our U.S. flag carriers.

A CRAF which is ready to respond to any contingency will remain a vital segment of our airlift enterprise into the foreseeable future despite declining business and drawdown of our forces from

Afghanistan. Ensuring the readiness of the CRAF while maintaining an organic fleet capable of meeting all DOD requirements will require the right balance of workload between the military and commercial segments. Achieving that balance for the future requires a careful analysis of commercial and military readiness requirements, capabilities required for all levels of response, and an understanding of economic factors affecting the industry's ability to meet DOD requirements. We are currently in the process of addressing these concerns directly with our commercial airlift partners, and are soliciting their input on how to structure the CRAF for the future.

Sealift Readiness

Strategic sealift is essential to USTRANSCOM's mission of deploying and sustaining forces globally across the range of military support operations and relies on a balanced portfolio between commercial and organic capabilities. All organic vessels are critical for DOD's ability to surge to meet future global requirements. While USTRANSCOM relies on government-owned organic fleets to meet our global mission, preserving a strong U.S.-flag commercial fleet is also an important component of our strategic sealift capability. Relying on the privately-owned, U.S.-flag commercial merchant marine fleet as a source for national defense sealift benefits the U.S. military in many ways; it provides global reach, access to valuable commercial inter-modal capacity, immediate guaranteed access, reduced U.S. military footprint and logistics tail, strategic capacity reserve, and access to U.S. merchant mariners.

USTRANSCOM's partnership with commercial industry is formalized through agreements such as the Voluntary Intermodal Sealift Agreement (VISA), the Maritime Security Program (MSP) and the Voluntary Tanker Agreement. These agreements are essential to ensuring available capacity, mariner base and access during time of national need.

With the responsibility to manage the global mobility enterprise, USTRANSCOM benefits from a strong U.S. mariner labor base, critical to crewing not only the U.S. flag commercial fleet, including

the MSP in peacetime but our DOD surge capacity in wartime. VISA, MSP and preference cargoes provided by DOD and civilian agencies, provide vital support to maintain the U.S. flag capacity to fully activate, deploy, and sustain forces. USTRANSCOM fully supports the Maritime Administration (MARAD) in their task to develop a national maritime strategy. We will partner with industry, labor and MARAD to help develop a comprehensive strategy aimed at expanding the commercial fleet and preserving the industrial base.

In fiscally sparse budget environments, recapitalization discussions are difficult. However, unlike the commercial sector that concerns itself with recapitalization of its fleets to stay globally competitive, the DOD must concern itself with recapitalization of an organic fleet with an average age exceeding 36 years. Without action, nearly 1.6 million square feet of roll on/roll off capacity will be lost from the organic fleet over the next 10 years. We look forward to working with you, the Navy, and MARAD to find the most economically viable means to recapitalize the organic fleet to ensure its future readiness for global requirements.

Surface Readiness

USTRANSCOM has an enduring interest in the civil sector infrastructure supporting the surface movement of military forces. Our Programs for National Defense work collaboratively with our civil sector counterparts to ensure the physical infrastructure of the U.S. is capable of addressing military surface mobility needs. Most recently, USTRANSCOM completed several congressionally mandated studies, the first being: "Update to Port Look 2008: Strategic Seaports." This report assessed the road and rail infrastructure including the strategic highway network routes and the Strategic Rail Corridor Network (STRACNET) in the vicinity of strategic seaports. This analysis determined the highway and railroad infrastructure was capable of supporting military deployments to the ports. Our update of the STRACNET also ensured that it provides sufficient service to our most important DOD installations.

A follow-on study: "NDAA 2012 Update to Port Look 2008: Strategic Seaport Assessment and Report" assessed the structural integrity of the infrastructure outlined in the Port Planning Orders, infrastructure projects to the DOD and potential funding avenues for repairs.

In addition to addressing the physical infrastructure in and around the strategic seaports, DOD is addressing a potential shortfall in the commercial railcar capacity used to carry military equipment. The commercial railcar fleet, that DOD has greatly relied upon for so long, is nearing the end of its useful life. Working closely with the Army and Geographic Combatant Command (GCC) war planners to determine the requirement going forward, we will develop appropriate solutions to mitigate the potential risk that this loss of capability would represent in overall military deployments.

Much like the railcar fleet, DOD's infrastructure assets require upgrades and maintenance to remain relevant in the current military environment. Infrastructure improvement projects at U.S. Army Military Ocean Terminal Concord (MOTCO), in Concord, California, are essential to USTRANSCOM's support of USPACOM's operational plans and DOD's military capability in the Pacific Theater. Due to the nature and size of this military mission, no suitable alternatives to MOTCO exist on the West Coast. We continue to work within DOD to find resources to reduce or eliminate any capability gaps and risk at MOTCO. DOD's current efforts are centered on detailed structural engineering assessments to preserve existing throughput capability at MOTCO. We are compiling a comprehensive list of other infrastructure needs to restore MOTCO to a modern ammunition port, fully capable of safe and efficient operations and ultimately allowing for uninterrupted delivery of ammunition to the Pacific Theater.

U.S. Army Military Ocean Terminal Sunny Point (MOTSU), in Sunny Point, North Carolina, is essential to USTRANSCOM's support of operational plans in Europe, Africa, and the Middle East. Most of the required, significant infrastructure improvements at MOTSU have been completed in recent

years. These improvements enhanced MOTSU's ability to conduct missions and allow the terminal to meet documented throughput requirements.

In an effort to maintain transparency to the maximum extent possible with our domestic commercial stakeholders, USTRANSCOM coordinated with industry and the Department of Transportation to establish a Surface Executive Working Group (EWG). The Surface EWG is a strategic level discussion forum focused on preserving readiness capability to ensure the nation has access to necessary domestic commercial trucking and rail capability in order to achieve national requirements, goals and objectives. On 23 July 2013, the Surface EWG conducted their inaugural semi-annual meeting. This meeting resulted in a collaborative Lean Six Sigma effort between the SDDC, the Joint Munitions Command, and industry to assess the Transportation Protective Services (TPS) shipment planning to identify opportunities for efficiencies of the current booking system. We expect the outcome to improve advance shipment notifications to industry which will enhance service capabilities and reduce or stabilize costs for DOD.

Successful execution of USTRANSOM's mission and the daily global support relies on a complex interdependent enterprise of both DOD and commercially-owned domestic and foreign critical infrastructure. USTRANSCOM is committed to building an infrastructure stakeholder community to synchronize more efficient and actionable information sharing among DOD, federal, state and local entities, law enforcement organizations, and the private sector.

Enabling Capability Readiness

The JECC's engagements across the joint planning and execution community ensured USTRANSCOM remained abreast of CCMD and Joint Staff priorities. These relationships facilitate better alignment of priorities and development of solutions to further enhance the JECC's speed, agility and performance in support of joint force commanders when required. As a result, the geographic combatant

commanders have increasingly relied on the JECC's ability to deliver capabilities to accelerate the formation and effectiveness of joint force headquarters and in the planning and execution of joint operations.

Enhancements to USTRANSCOM Readiness and DOD Supply Chain Management

As the GDS, USTRANSCOM is responsible for synchronizing planning for global distribution operations in coordination with CCMDs, Services, and other government agencies as directed. This responsibility expanded upon our DPO role to further align authorities and focuses on anticipating demands of a complex world. An additional task associated with USTRANSCOM's GDS role included leading the planning effort to develop the Global Campaign Plan for Distribution.

This plan enables DOD to plan and shape the global distribution network (GDN) to establish steady state conditions for military success if a crisis or contingency cannot be prevented. The plan preserves and enhances an efficient and strategically flexible network that effectively supports theater campaign plans and contingency planning in a synchronized manner. As the synchronization process matures, this plan will help identify redundancies and inefficiencies in the network.

The continuing trend of reduced U.S. military presence overseas and shrinking infrastructure budgets, coupled with an increased anti-access/area denial threat, adds to the importance in preserving and enhancing the GDN. Our En Route Infrastructure Master Plan (ERIMP) continues to be a widely acclaimed tool that synchronizes our long-term infrastructure and access strategy. Through a rigorous analytical process, USTRANSCOM's global posture plan outlines the key overseas nodes that we will need over the next 5 to 15 years, and identifies gaps or shortfalls at those locations. Since the ERIMP describes what we need to support our GCC customers, we collaborate closely with their staffs to mutually inform and affect each others' plans. In addition to identifying key infrastructure shortfalls, ERIMP 2014 addresses country and local access gaps and prioritizes the list of gaps to inform GCC and

Department of State resource decisions necessary to address significant access shortfalls affecting the transportation mission. ERIMP 2014 also highlights expedient military capabilities that enable critical access in austere environments, such as airport and seaport damage recovery, Joint Logistics Over-The-Shore, and the Offshore Petroleum Distribution System. These capabilities are absolutely essential to preserving long-term readiness and ensuring we can deliver anytime, anywhere.

A primary goal and a critical promise made to our nation's warfighters is USTRANSCOM's total commitment to providing safe, responsive global patient movement (PM). In 2013, we transported 9,690 patients, 377 receiving expert en route care that rivals the best intensive care facilities found anywhere in the world. A cornerstone in the En Route Care System (ERCS) and pivotal to operations is the 10th Expeditionary Aeromedical Evacuation Flight deployed by AMC in support of OEF/Operation NEW DAWN. This unit routinely demonstrates rapid response and flexibility to events, ensuring expeditious PM to definitive care, and clearly validates the Mobility Air Forces concept. Jointly staffed premiere medical treatment facilities (MTFs) vital to the ERCS are Landstuhl Regional Medical Center, Walter Reed National Military Medical Center at Bethesda Campus, San Antonio Military Medical Center and Tripler Army Medical Center. At the MTFs wounded warriors receive the very best long-term medical treatment completing the ERCS. We continue to foster partnerships with 323 military and Department of Veterans Affairs MTFs.

USTRANSCOM is constantly focused on reducing costs within the DOD supply chain while simultaneously sustaining or improving service levels to the warfighter. Last year, in collaboration with mission partners from Defense Logistics Agency (DLA), General Services Administration, CCMDs, and the Services, we achieved over $394 million in fiscal year cost avoidance through better surface container and organic airlift utilization along with forward stocking of parts and material. This increased the optimization of business practices. We have set another target this year to continue

finding savings opportunities and will seek to identify an additional $500 million in cost avoidance by the end of fiscal year 2015; since November 2008, we have accumulated a cost avoidance of approximately $1.2 billion.

As DOD's lead proponent for automatic identification technology (AIT) and in-transit visibility (ITV), we continue expanding AIT capabilities and sharing ITV data among automated information systems to include USTRANSCOM's Integrated Data Environment Global Transportation Network Convergence, to ensure warfighters get timely and accurate critical data such as equipment location, transit time, and estimated time of arrival. This critical information allows deploying and redeploying units the ability to virtually see the movement of their cargo from point of shipment to destination. Active radio frequency identification (RFID) devices and bar codes are our primary AIT media. Use of passive RFID continues to enhance inventory and accountability of prepositioned equipment, ashore and afloat, for the U.S. Marine Corps and military clothing for the Services and DLA. The DOD AIT community of interest is incorporating satellite/cellular tracking and container intrusion detection devices to enhance near real-time location and security of assets and shipments.

USTRANSCOM values the expertise and innovation that industry brings to the table and we actively seek partnerships with world class organizations. One of the command's major objectives in achieving IT management excellence is developing and sustaining an IT environment that is secure, enhances decision-making, and drives unity of effort across the joint deployment and distribution enterprise. One way we do this is through our Transportation and Technology Industry Liaison Office, which stays connected with industry's most innovative and relevant products and services. We maintain an ongoing relationship with our commercial partners in helping to define processing and handling data standards to ensure our applied technology and security protocols are up-to-date and resilient. On a regular basis USTRANSCOM's Chief Information Officer (CIO) conducts an industry forum where

corporate CIOs are invited to share ideas, challenges, and common ground as we pursue viable solutions. We have also engaged with the Massachusetts Institute of Technology Lincoln Laboratory, a federally funded research and development center, to collaborate on developing technical solutions to complex IT challenges. Lincoln Labs is currently working with us to update our data strategy and information architecture, and they are contributing to our efforts in transforming our IT framework to a more efficient, effective and secure common computing environment.

We have also partnered with the National Defense Transportation Association to solicit and place a Private Sector Representative (PSR) at USTRANSCOM's Enterprise Readiness Center (ERC). The purpose of the PSR is facilitating mutual exchanges of information, strengthening our enduring commercial partnerships, and leveraging best practices between USTRANSCOM and the private sector. The PSR is a voluntary rotational assignment of up to 130 days providing USTRANSCOM well seasoned individuals with commercial transportation industry experience.

Agile Transportation for the 21st Century (AT21) is an umbrella program that integrates and governs end-to-end distribution process optimization initiatives including: continuous business process improvement, process visualization, and dynamic transportation decision making. Technology-enabled initiatives equip operators with new capability and insights to solve distribution pipeline challenges rapidly and collaboratively – yielding enhanced end-to-end delivery of forces and sustainment to the warfighter while reducing taxpayer costs. Working closely with CCMDs, we will identify and propose solutions to close enterprise gaps and seams between strategic and theater processes by implementing integrated business processes and enabling automated sharing of critical information resources.

Business Transformation - Efficiencies

The Deployment and Distribution Cost Based Decision Support (D2 CBDS) practice ensures USTRANSCOM, Transportation Component Commands (TCCs), and CCMD operational decision-

making incorporates cost consciousness while maintaining mission effectiveness through vetted, standardized, and codified methodologies. D2 CBDS methodologies encompass all modes of transportation across the enterprise. To ensure second and third-order effects are adequately considered, all required stakeholders are engaged throughout the D2 CBDS process. Included under our DPO Strategic Opportunities umbrella, D2 CBDS has already produced significant cost avoidance through a number of emerging efforts, including the Contingency Efficiency Effort. This process decreases the flying hours required to transport redeployment cargo by moving it via rail or motor from the aerial port of debarkation to its final destination. This flying hour reduction resulted in a cost avoidance of over $2.4 million in fiscal year 2013. Going forward, the D2 CBDS Working Group will further integrate cost and revenue consciousness across the USTRANSCOM staff and TCCs to seek greater operational efficiencies.

Multimodal transportation provides door-to-door movement of DOD and other U.S. government cargo via multiple modes of transportation to include airlift, sealift and line haul to/from multiple locations globally. USTRANSCOM, along with our component SDDC, developed a commercial solution to transport cargo utilizing multiple modes for those requirements which necessitate moving more quickly than a pure surface solution and less costly than a pure air solution. Through our CRAF and VISA partners, we are able to capitalize on existing industry infrastructure and contractors' current asset capacity to solicit daily spot-bids reducing contractor risk and driving down overall costs. Since contract award, the government has achieved per-pound rates approximately 60 percent below established rates.

We continue to collaborate with our component AMC on their initiatives to reduce fuel and operating costs. For example, the AMC Fuel Efficiency Division instituted numerous policy changes, one of which leveraged global positioning system technology to decrease the amount of extra fuel

reserve carried. This weight reduction will save 16.3 million gallons during the 2014 through 2018 future years defense program. Additionally, AMC's new flight planning system is estimated to achieve $37 million in cost avoidance annually and will significantly improve flight manager productivity. It will include many of the technologies the commercial sector has been leveraging for years to reduce fuel and operating costs. These initiatives save money, avoid costs, enhance effectiveness and increase productivity making them force multipliers.

Operational Exercises and Training

The Combatant Command Exercise and Engagement Training and Transformation (CE2T2) program remains a vital enabler of USTRANSCOM readiness and directly supports U.S. national security interests by ensuring joint force readiness, increasing military capabilities, strengthening alliances and partnerships, and retaining strategic access around the globe. The CE2T2 program allows USTRANSCOM to leverage nearly 130 exercises annually, including our own 18 joint exercises and those of the other eight CCMDs, to meet training requirements which directly contribute to meeting assigned missions. During the exercises, USTRANSCOM provided command and control, deployed strategic mobility personnel and assets, and provided ITV, including patient movement tracking systems and global air transport. These exercises have strategic value including: maintaining strategic access, freedom of action, and global mobility infrastructure; fostering regional, coalition, interagency and industry partnerships; utilizing our organic and commercial partner strategic lift assets; maintaining expeditionary capabilities of the global response force; and maintaining strategic sealift fleet readiness.

Capability Enhancements

USTRANSCOM is the CCMD sponsor and operational manager for the High Speed Container Delivery System (HSCDS) development, test and evaluation program. HSCDS provides the capability

for low altitude and high speed delivery of air dropped cargo to the warfighter. Higher airspeeds and lower altitudes lead to greater drop accuracies, reduced exposure times for aircrew and increased safety to warfighters on the ground due to decreased recovery time. In 2013, USTRANSCOM conducted three test demonstration events to prove the military viability of the system and successfully demonstrated the capability with both C-130J and C-17A aircraft. CCMDs can expect initial fielding this year [2014].

Airships represent a transformational capability, with the potential to bridge the longstanding gap between high-speed, lower-capacity airlift, and low-speed, higher-capacity sealift. From humanitarian or contingency support to enduring logistical sustainment operations, airship technology has the potential to fulfill future defense transportation needs. We encourage development of this and other commercial technologies that may lead to enhanced mobility capabilities in the future.

As part of the Chairman's global response force, Joint Task Force-Port Opening (JTF-PO) is a rapid response, joint expeditionary capability designed to assess, open, and initially operate an aerial port of debarkation and/or sea port of debarkation to facilitate throughput and establish ITV in support of CCDR executed contingencies. This jointly trained and equipped capability combines Air Force, Army, and Navy forces to coordinate and synchronize port of debarkation and node operations to aid distribution and joint reception, staging, and onward movement. JTF-PO forces can be tailored and scaled to the mission requirement and are designed to serve as a bridging capability to allow the GCCs time to request and flow follow-on logistics enablers into a joint operating area. Along with our components and other JTF-PO partners, USTRANSCOM continues to refine policy, training, joint operating procedures and best practices to improve this enabling capability's effectiveness in response to GCCs' requests for support.

The development of the Transportation Intelligence Center (TIC) blends Defense Intelligence Agency, National Geospatial-Intelligence Agency, and Joint Intelligence Operations Center-

Transportation resources in a center-based enterprise model that maximizes synergy for efficient and effective application of transportation intelligence. The TIC is critical to DOD's ability to operationalize transportation in support of our national strategy. It aligns the intelligence analysis of airports, seaports, road and rail networks, and inland waterway ports with USTRANSCOM operations in order to enhance our ability to utilize transportation infrastructure to move U.S. forces. This approach delivers enterprise intelligence manpower efficiently and increases agility by centrally locating critical intelligence capabilities.

Final Thoughts

As our nation's military rebalances following the war in Afghanistan, USTRANSCOM remains prepared to support our warfighters at any time around the globe. Despite an uncertain future and a dynamic strategic environment, the USTRANSCOM team is prepared to meet these challenges by focusing on our core mission of transportation, ensuring effectiveness of our key enabling capabilities and developing a workforce ready to succeed in any contingency. I could not be more proud of the USTRANSCOM team and our partners in industry and government for their accomplishments last year and their dedication to prepare for the future. This exceptional team will continue to meet the nation's needs in peacetime or conflict because "Together, we deliver!"

BIOGRAPHY

UNITED STATES AIR FORCE

GENERAL WILLIAM M. FRASER III



Gen. William M. Fraser III is commander, U.S. Transportation Command, Scott Air Force Base, Ill. USTRANSCOM is the single manager for global air, land and sea transportation for the Department of Defense.

General Fraser entered the Air Force in 1974 as a distinguished graduate of the Texas A&M University ROTC program. His operational assignments include duty as a T-37, B-52, B-1, and B-2 instructor pilot and evaluator. General Fraser has commanded an operations group, two bomb wings and a major command. His staff duties include tours on the Air Staff, Joint Staff, and Joint Strategic Target Planning Staff at Offutt Air Force Base, Neb. He has also served as chief of staff for U.S. Strategic Command, as the Assistant to the Chairman of the Joint Chiefs of Staff and the 34th Vice Chief of Staff, Headquarters U.S. Air Force, Washington, D.C.

General Fraser has extensive wartime, contingency, and humanitarian relief operational experience. During Operation Enduring Freedom he led an intelligence fusion organization that provided direct support to the warfighter.

Prior to assuming his current position, General Fraser was the commander, Air Combat Command, Langley Air Force Base, Va., and Air Component Commander for U.S. Joint Forces Command, where he led over 130,000 Total Force Airmen.

EDUCATION

1974 Bachelor of Science degree in engineering technology, Texas A&M University
1977 Squadron Officer School, Maxwell AFB, Ala.
1980 Master of Science degree in management information systems, University of Northern Colorado, Greeley
1983 Marine Corps Command and Staff College, Quantico, Va.
1985 Armed Forces Staff College, Norfolk, Va.
1987 National Security Management Course, Syracuse University, N.Y.
1991 Air War College, Maxwell AFB, Ala.
1995 Executive Development Program, Johnson Graduate School of Management, Cornell University, Ithaca, N.Y.
1999 Combined Force Air Component Commander Course, Maxwell AFB, Ala.
1999 Senior Information Warfare Applications Course, Maxwell AFB, Ala.
2000 National Security Leadership Course, National Security Studies, Maxwell School of Citizenship and Public Affairs, Syracuse University, N.Y.
2002 Executive Program for Russian and U.S. General Officers, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
2002 Joint Flag Officer Warfighting Course, Maxwell AFB, Ala.
2002 Senior Intelligence Fellows Program, Wye River, Md.

2003 Program for Senior Executives in National and International Security, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
2005 Leadership at the Peak, Center for Creative Leadership, Colorado Springs, Colo.

ASSIGNMENTS
1. November 1974 - October 1975, student, undergraduate pilot training, Williams AFB, Ariz.
2. October 1975 - March 1976, student, instructor pilot training, Randolph AFB, Texas
3. March 1976 - February 1978, T-37 instructor pilot and T-37 check pilot, 96th Flying Training Squadron, Williams AFB, Ariz.
4. March 1978 - March 1980, T-37 instructor pilot and flight examiner, 82nd Flying Training Wing, Williams AFB, Ariz.
5. March 1980 - October 1980, Operational Support Aircraft Program Element Monitor, Air Staff Training Program, Headquarters U.S. Air Force, Washington, D.C.
6. October 1980 - April 1981, Worldwide Military Command, Control and Communications Program Element Monitor, Air Staff Training Program, Headquarters U.S. Air Force, Washington, D.C.
7. May 1981 - October 1981, B-52H student, 4017th Combat Crew Training Squadron, Castle AFB, Calif.
8. October 1981 - March 1983, B-52H aircraft commander, later B-52G aircraft commander and instructor pilot, 46th Bomb Squadron, Grand Forks AFB, N.D.
9. March 1983 - December 1984, Chief, B-52G Standardization and Evaluation Branch, 319th Bomb Wing, Grand Forks AFB, N.D.
10. January 1985 - June 1985, student, Armed Forces Staff College, Norfolk, Va.
11. June 1985 - March 1986, Chief, European Single Integrated Operational Plan Tactics, Joint Strategic Target Planning Staff, Offutt AFB, Neb.
12. April 1986 - October 1987, executive officer to the Strategic Air Command Chief of Staff, Headquarters SAC, Offutt AFB, Neb.
13. October 1987 - July 1990, Chief, Nuclear Requirements Cell, SHAPE, Mons, Belgium
14. July 1990 - July 1991, student, Air War College, Maxwell AFB, Ala.
15. July 1991 - July 1993, Deputy Commander, 384th Operations Group, McConnell AFB, Kan.
16. July 1993 - January 1995, Commander, 509th Operations Group, Whiteman AFB, Mo.
17. January 1995 - August 1995, Vice Commander, 509th Bomb Wing, Whiteman AFB, Mo.
18. August 1995 - January 1997, special assistant to the Supreme Allied Commander Europe, SHAPE, Mons, Belgium
19. February 1997 - May 1998, Commander, 28th Bomb Wing, Ellsworth AFB, S.D.
20. May 1998 - May 1999, Chief of Staff, U.S. Strategic Command, Offutt AFB, Neb.
21. May 1999 - December 2000, Commander, 2nd Bomb Wing, Barksdale AFB, La.
22. December 2000 - December 2002, Deputy Director for National Systems Operations, the Joint Staff; Director, Defense Space Reconnaissance Program; and Deputy Director for Military Support, National Reconnaissance Office, Washington, D.C.
23. January 2003 - October 2004, Director of Operations, Headquarters AETC, Randolph AFB, Texas
24. November 2004 - February 2005, special assistant to the Commander, Air Force Command and Control, Intelligence, Surveillance and Reconnaissance Center, Deputy Chief of Staff for Warfighting Integration, Langley AFB, Va.
25. February 2005 - May 2006, Vice Commander, Air Combat Command, Langley AFB, Va.
26. May 2006 - October 2008, Assistant to the Chairman of the Joint Chiefs of Staff, Washington, D.C.
27. October 2008 - September 2009, Vice Chief of Staff, Headquarters U.S. Air Force, Washington, D.C.
28. September 2009 - September 2011, Commander, Air Combat Command, Langley Air Force Base, Va., and Air Component Commander for U.S. Joint Forces Command
29. October 2011 - present, Commander, U.S. Transportation Command, Scott Air Force Base, Ill.

SUMMARY OF JOINT ASSIGNMENTS
1. June 1985 - March 1986, Chief, European Single Integrated Operational Plan Tactics, Joint Strategic Target Planning Staff, Offutt AFB, Neb., as a major
2. October 1987 - July 1990, Chief, Nuclear Requirements Cell, SHAPE, Mons, Belgium, as a lieutenant colonel
3. August 1995 - January 1997, special assistant to the Supreme Allied Commander Europe, SHAPE, Mons, Belgium, as a colonel
4. May 1998 - May 1999, Chief of Staff, U.S. Strategic Command, Offutt AFB, Neb., as a colonel
5. December 2000 - December 2002, Deputy Director for National Systems Operations, the Joint Staff; Director, Defense Space Reconnaissance Program; and Deputy Director for Military Support, National Reconnaissance Office, Washington, D.C., as a brigadier general

6. May 2006 - October 2008, assistant to the Chairman of the Joint Chiefs of Staff, Washington, D.C., as a lieutenant general
7. October 2011 - Present, Commander, U.S. Transportation Command, Scott Air Force Base, Ill., as a general

FLIGHT INFORMATION
Rating: Command pilot
Flight hours: More than 4,200
Aircraft flown: T-37, T-38, T-1, KC-135R, B-1B, B-2, B-52G/H and C-21

MAJOR AWARDS AND DECORATIONS
Defense Distinguished Service Medal
Distinguished Service Medal with two oak leaf clusters
Defense Superior Service Medal with two oak leaf clusters
Legion of Merit with two oak leaf clusters
Defense Meritorious Service Medal with oak leaf cluster
Meritorious Service Medal with oak leaf cluster
Air Force Commendation Medal with oak leaf cluster
Air Force Achievement Medal
National Intelligence Medal of Achievement
Secretary's Distinguished Service Award, Department of State
Combat Readiness Medal
National Defense Service Medal with bronze star
Armed Forces Expeditionary Medal Global War on Terrorism Service Medal Armed Forces Service Medal
Military Outstanding Volunteer Service Medal

OTHER ACHIEVEMENTS
Officer training award, undergraduate pilot training
Top graduate, T-37 pilot instructor training
T-37 Instructor Pilot of the Year
Distinguished graduate, B-52 G/H combat crew training
Air Force Public Affairs Directors Special Achievement Award for commander support
Joseph A. Moller Award, Outstanding Wing Commander, Air Combat Command
Gold Medal, National Reconnaissance Office
Honorary Tuskegee Airman
Order of the Sword, Air Combat Command

EFFECTIVE DATES OF PROMOTION
Second Lieutenant Nov. 8, 1974
First Lieutenant Nov. 8, 1976
Captain Nov. 8, 1978
Major Oct. 1, 1983
Lieutenant Colonel June 1, 1988
Colonel Jan. 1, 1992
Brigadier General Jan. 1, 2000
Major General Oct. 1, 2003
Lieutenant General Feb. 3, 2005
General Oct. 8, 2008

(Current as of November 2011)

QUESTIONS SUBMITTED BY MEMBERS POST HEARING

FEBRUARY 27, 2014

QUESTIONS SUBMITTED BY MR. LANGEVIN

Mr. LANGEVIN. Admiral, can you outline for us some of the more difficult advanced technology requirements that SOF needs in order to maintain an edge on the battlefield? Are there needs with regards to the well-being of the families of our special operators that will need congressional action for you to be able to fully address?

Admiral MCRAVEN. Some of our most difficult advanced technology requirements include personal protection, signature management, first pass lethality, and color night vision. Another vital requirement is enhancing the survivability of our SOF operators by improving personal protective equipment. To address this challenge we are pursuing vastly improved protection capabilities through proactive/reactive novel material solutions, such as the Tactical Assault Light Operator Suit (TALOS). Our adversary's capabilities continue to evolve and improve. To maintain our edge on the battlefield SOF needs comprehensive signature management in all environments to avoid detection. We are evaluating novel technologies to provide SOF aircrews and their platforms with first pass lethality by rapidly acquiring ballistic wind data for vastly increased accuracy of unguided weapon systems. Finally, maintaining our tactical advantage at night will require revolutionary, game changing capabilities like color night vision. The goal of our color night vision effort is to provide the SOF operator the ability to see true color on a moonless night with just starlight—a tremendous tactical advantage.

Taking care of our Service members and their families is a top priority—our people are the foundation upon which the success of any mission rests. USSOCOM is grateful for the support the Congress has shown for our Preservation of the Force and Family initiatives. This support has enabled USSOCOM to hire and embed professional staff into all of our units to help assure the physical, psychological, spiritual and social wellbeing of our community.

We are especially grateful for Congress granting USSOCOM the authority to use appropriated funds to support family programs as authorized in the 2014 NDAA, Section 554. This authority, in conjunction with the authorities found in Title 10 U.S. Code 1789 that permit funding for chaplain-led family programs, will enable USSOCOM commanders to use appropriated funds to support family programs much like their counterparts in the conventional force.

The Commander, USSOCOM (CDRUSSOCOM) has a statutory responsibility (Title X, Sec 167) to ensure the readiness of special operations forces. Although Sec 167 does not explicitly mention families as a component of operational readiness, we view the wellbeing of our families as an integral part of the readiness mix. Accordingly, the CDRUSSOCOM has an inherent responsibility to ensure that the families of those assigned to USSOCOM have the necessary resources and advocacy to withstand adversity and to support their service members in the accomplishment of their duties. The tools available to our USSOCOM's Commanders include the programs authorized by Sec 554 and the personnel hired as part of the POTFF initiative, particularly Family Readiness Coordinators.

We view the Preservation of the Force and Family initiative as an enduring and dynamic requirement that will require continuous improvement and refinement as emerging technologies and practices are identified and introduced to our efforts. In keeping with this, USSOCOM requires sustained support to sponsor research that will inform our efforts across the psychological, social, spiritual and physical domains, and the resources and authorities to continue to support our families and assure the readiness of our forces.

Mr. LANGEVIN. Could you update us on the ISR requirements your command has, and how that is driving your investments over the current budget window?

Admiral MCRAVEN. U.S. Special Operations Command (USSOCOM) global ISR requirement remains unchanged. USSOCOM continues to implement innovative solutions working with the Services, Combat Support Agencies, and Geographic Combatant Commands (GCCs) within the confines of economic, political, and geographic realities. USSOCOM has adopted a balanced approach to focus on improving sensors, platform endurance, data transport architecture, and methods to process, exploit, and disseminate intelligence.

The withdrawal from Afghanistan does not change USSOCOM's global airborne ISR (AISR) requirement (Memorandum for Secretary of Defense and Chairman of the Joint Chiefs of Staff-Airborne Intelligence, Surveillance, and Reconnaissance Support to Special Operations Forces 9 January 2012; Joint Emergent Operational Need (JEON) for Airborne Intelligence, Surveillance, and Reconnaissance in Support of Special Operations Forces, 8 June 2012), but rather reflects a need to shift ISR capabilities to other regions in support of prioritized Special Operations Forces (SOF) operations. The locations where SOF operate outside of the Afghanistan-Pakistan region require a variety of means to successfully conduct ISR. USSOCOM is working closely with SOF Theater and Component commands to refine air, ground, and maritime ISR requirements to support the GCCs.

Economic realities drive difficult decisions, but there is no anticipated demand reduction for SOF's unique capabilities. Continued ISR programming support from the Services and Combat Support Agencies in addition to USSOCOM efforts will remain essential through the Future Years Defense Program and beyond.

Mr. LANGEVIN. Transportation Command faces some unique challenges among the combatant commands. With the majority of your supplies and passengers traveling via commercial partners, and the vast majority of your traffic on unsecured networks, your networks have a large aperture size relative to other commands. Can you update us further on the steps you are taking to reduce your cyber vulnerability, both in terms of collapsing the number of touchpoints and in terms of contract incentives to commercial partners to better secure their own networks? Are you satisfied with the level of progress?

General FRASER. U.S. Transportation Command (USTRANSCOM) is integrating critical systems operated by our service components behind a common security boundary with common technology and policies and enhanced situational awareness for USTRANSCOM and component network defenders. In addition, USTRANSCOM is including the new Federal Acquisition Regulation Clause, "Safeguarding of Unclassified Controlled Technical Information" in all of our new non-transportation contracts, while retaining the Cyber Security language we previously developed in our transportation contracts. We are continuing to build relationships with our commercial partners and law enforcement to increase collaboration and incorporate contract language based on industry best practices. Additionally, I am gaining operational control of cyber protection teams to augment our organic network defense forces. This will enable a better protective posture across the USTRANSCOM enterprise. We are fully engaged with U.S. Cyber Command and Defense Information Systems Agency to work through command and control of these assigned forces. The command is satisfied with our efforts to date and will continue to leverage opportunities to improve as they present themselves.

The incentive we offer is the opportunity to do business with us as manager of the Defense Transportation System.

QUESTION SUBMITTED BY MR. GARAMENDI

Mr. GARAMENDI. Can you please make available the TRANSCOM internal analysis on options to recapitalize the RRF. You mentioned this could be completed as early as within 45 days and we are very interested in ensuring that this information be made available to this committee.

General FRASER. Once our analysis on recapitalizing the Ready Reserve Force (RRF) is complete, I will ensure the results are made available to you and the committee. I am encouraged by your interest, as the RRF plays a critical role in TRANSCOM's ability to meet surge deployment requirements in support of all combatant commands.

QUESTIONS SUBMITTED BY MS. HANABUSA

Ms. HANABUSA. At last week's hearing, I asked for assurances that our service members in Hawaii would not see a reduced quality of service with the new GPC III contractor. Would you please explain to me, in as much detail as possible, what USTRANSCOM plans to do to ensure that is the case?

General FRASER. GPC III contract award is concluding litigation before the U.S. Court of Federal Claims and parties, including USTRANSCOM, remains subject to a Court Protective Order. The GPC III solicitation requires the awardee to provide the same, and in many cases improved services, regarding in-transit visibility, shipment time, on-time arrival rates and terms regarding in-transit damage. USTRANSCOM's mission is to provide unparalleled logistics support to our warfighters, and their dependents, all around the world.

Ms. HANABUSA. You stated that USTRANSCOM "could not substantiate" any contractor relations with North Korea. However, it is my understanding that, while the new GPC III contractor itself may not have these relations, such relations may exist through the contractor's corporate affiliations. Can you confirm that the new contractor, either directly or indirectly through the directors and officers of corporate affiliates, does not have any ties to North Korean or Chinese Communist Party officials? When did USTRANSCOM first become aware of these alleged relationships?

General FRASER. The Government carefully reviewed the allegations regarding ties between International Auto Logistics (IAL), its affiliates (to include certain board members), and alleged improper ties to North Korea. The Government investigated the matters at the Command and national levels. Based on these reviews, the Government found the allegations are without merit, do not give rise to any violations of law or regulation, and pose no undue security concerns. In addition, the Government reviewed pertinent Commerce and Treasury Department regulations regarding prohibited contracting entities and activities and conclude they are not applicable to awardee International Auto Logistics. USTRANSCOM first became aware of these allegations November 1, 2013 when the losing contractor, American Auto Logistics, raised them in a bid protest before the U.S. Government Accountability Office (GAO). GAO denied the protest.

QUESTIONS SUBMITTED BY MR. HUNTER

Mr. HUNTER. When you appeared before a House Armed Services subcommittee on April 17, 2013, you identified "first pass accuracy and enhanced lethality weapons" as a "difficult advanced technology requirement that SOF need[s] to maintain an edge on the battlefield." You went on to state that, "SOF will increasingly need the ability to precisely apply exact weapons effects on specific targets with near-zero collateral damage."

I understand the United Kingdom has fully and independently developed, with U.S. and U.K. manufacturers, a Dual Mode Brimstone tactical missile that was successfully integrated on an MQ–9 Reaper aircraft and demonstrated first-pass lethality at China Lake in December 2013 and January 2014. This missile has also been used extensively by the Royal Air Force in combat operations over Afghanistan and Libya, with extraordinary accuracy and low collateral damage. It seems that this is exactly what you called for during your April 2013 testimony when you spoke of the need for new technology to maintain our edge on the battlefield.

One year later, what progress has SOF made in addressing the threat(s) it has identified, particularly as it relates to fast and erratically moving targets? Since the Dual Mode Brimstone missile has already been developed by our UK allies, is combat proven, and has successfully been integrated on a MQ–9 Reaper, is Dual Mode Brimstone on your radar screen to meet the precision-strike weapon requirements you outlined in your testimony last year?

Admiral MCRAVEN. U.S. Special Operations Command (USSOCOM) has fielded several service common weapons on the MQ–9 Reaper including multiple variants of Hellfire that are battlefield proven at minimal cost to the command. On other SOF strike platforms such as the AC–130Ws, USSOCOM has fielded the Griffin Block III missile with a multi-effects warhead which fits inside of the Common Launch Tube. We have also fielded the Small Diameter Bomb and are currently integrating the Laser Small Diameter Bomb. Both munitions provide increased first pass accuracy and enhanced lethality to the USSOCOM Stand Off Precision Guided Munitions arsenal at little cost to USSOCOM. Representatives from USSOCOM received technical capability briefings and observed live demonstrations of the Brimstone missile conducted at China Lake in December 2013. USSOCOM continuously explores opportunities to integrate new and affordable capabilities to meet warfighter needs however, there is currently no plan to acquire and integrate the Brimstone missile onto USSOCOM fixed wing strike platforms.

QUESTIONS SUBMITTED BY MR. MAFFEI

Mr. MAFFEI. SOCOM is posturing for a major tactical C4I (Command, Control, Communications, Computers, and Intelligence) recapitalization program, STC (SOF Tactical Communications), over the next few years. Current budget projections for communications equipment are relatively low, compared to previous years. What is the command's plan, timeline and funding, to procure and field STC?

Admiral MCRAVEN. USSOCOM procures tactical radios and delivers new capabilities via an ongoing annual Capital Equipment Replacement Program (CERP). We will continue to procure and deliver the next generation SOF Tactical Communica-

tions (STC) systems at a relatively constant rate each year. The STC procurement plan, timeline, and funding, as shown in the FY15 budget request are captured below.

Item	FY15		FY16		FY17		FY18		FY19	
	Qty	Total ($M)	Qty	Total ($M)	Qty	Total ($M)	Qty	Total ($M)	Qty	Total ($M)
Handheld	—	—	—	—	1	0.012	4	0.056	7	0.099
Handheld CERP	973	13.630	1,018	14.251	1,068	14.957	1,075	15.043	1,042	15.634
Manpack	—	—	—	—	11	0.439	12	0.482	12	0.492
Manpack CERP	214	7.711	240	8.903	196	7.435	156	6.086	160	6.396
Manpack-Fixed Mount	13	0.630	11	0.567	11	0.583	11	0.592	11	0.605
High Frequency CERP	153	1.836	144	1.733	146	1.761	143	1.859	145	1.893
TOTAL*	—	**23.807**	—	**24.457**	—	**25.187**	—	**24.118**	—	**25.119**

*Item totals may not add to the program total due to rounding.

Mr. MAFFEI. The Army is developing the Tactical Assault Light Operator Suit (TALOS) for SOCOM. Has there been any consideration on what communications systems, existing or new, will be leveraged to connect the operator?

Admiral MCRAVEN. USSOCOM, not the Army, is leading the development of a series of technologies necessary to construct a Tactical Assault Light Operator Suit (TALOS) in order to increase Special Operations Forces survivability. TALOS development is leveraging current and previous Army, Air Force, DARPA, and other Government research to lower the technical risk and reduce development time. The goal is to build an open architecture capable of adopting emerging improvements and provide a self-sufficient, standalone, expeditionary capability with increased capability at a lighter form factor. The communications interfaces will support connectivity with existing infrastructures (radio and cellular technologies), platforms, and organizations while enabling new capabilities.

Although TALOS is initially intended for special operators involved in high risk missions, we foresee potential application across the SOF Enterprise as well as through DOD, among first responders and Wounded Warriors. The development of powered exoskeletons, advanced armor, and lightweight power generation and distribution systems have wide-ranging potential uses. TALOS staff are coordinating with Departments of Homeland Security, Energy and Veterans Affairs as well as representatives of New York Police and Fire Departments in an effort to increase awareness of the TALOS vision. It is envisioned that novel ballistic materials, advanced power storage systems, and exoskeleton advancements will be made available to other DOD and Federal agencies prior to the fielding of the TALOS prototype.

QUESTIONS SUBMITTED BY MR. RUNYAN

Mr. RUNYAN. As you know, I am very proud to represent Joint Base McGuire-Dix-Lakehurst, which has done an outstanding job fulfilling its refueling and air mobility mission. With KC–10s doing a large part of the air refueling mission at JB MDL in support of overseas operations, the Northeast Tanker Corridor, and homeland defense, I am concerned about proposals to entirely retire this fleet of aircraft when they are vital to the mission. Since the KC–10 is a tanker/cargo aircraft, how much tanker capacity will you lose and how much cargo capacity will you lose?

General FRASER. The President's Budget for Fiscal Year 2015 keeps the 59 KC–10s throughout the Future Years Defense Program while preserving acceptable levels of risk.

Mr. RUNYAN. How does the proposed possible loss of KC–10 capacity degrade the capability to fulfill worldwide air refueling requirements? Cargo requirements? How will you make up these shortfalls? Do the other Combatant Commanders agree with losing this capability?

General FRASER. The President's Budget for Fiscal Year 2015 keeps the 59 KC–10s throughout the Future Years Defense Program while preserving acceptable levels of risk.

Mr. RUNYAN. Why would you not replace the KC–10s with the KC–46A on a one for one basis so the tanker and cargo mission capability will be retained without any "bathtub" or mission risk?

General FRASER. The President's Budget for Fiscal Year 2015 keeps the 59 KC–10s throughout the Future Years Defense Program while preserving acceptable levels of risk.

Mr. RUNYAN. If the KC–10s were all put in the Reserve Component would the savings be substantial enough to keep them in the air mobility fleet? Why or why not?

General FRASER. The President's Budget retains the entire KC–10 fleet through the Future Years Defense Program. Moving that fleet to the Air Force Reserve would require further analysis by the Air Force of the KC–10's effectiveness for operating in a strategic reserve capacity.

Mr. RUNYAN. Last year, the Armed Services Committees made clear our concern about the future viability of the Civil Reserve Air Fleet and requested that the Department of Defense study some of the policies and legislation that will affect the CRAF going forward. Additionally, we understand that USTRANSCOM has participated in a working group along with the commercial carriers in an effort to harmonize your relationship and ensure that the parties are working in the best national security interests of the United States. General, can you update the committee on the details of any progress made by the Department, whether through the study or through the working groups, on ensuring a viable future for the CRAF, especially following the projected withdrawal from Afghanistan, and regulating compliance with the longstanding National Airlift Policy?

General FRASER. The President's Budget retains the entire KC–10 fleet through the Future Years Defense Program. Moving that fleet to the Air Force Reserve would require further analysis by the Air Force of the KC–10's effectiveness for operating in a strategic reserve capacity.

QUESTIONS SUBMITTED BY MR. PETERS

Mr. PETERS. I understand there is an outstanding Urgent Operational Need for a sea-based Intelligence, Surveillance, Reconnaissance (ISR) Unmanned Air System (UAS) to support Special Operations Forces conducting counterterrorism operations in the AFRICOM region. And I understand the Navy is working to meet this requirements through an Endurance Upgrade Rapid Deployment Capability (RDC) acquisition to the MQ–8 Fire Scout.

Can you tell the committee if your forces still require this capability, how the Navy is providing the capabilities you requested, and if any additional support is needed to meet this requirement?

Admiral MCRAVEN. Yes, we still have a valid requirement for Sea Based ISR per the January 24, 2012 Joint Requirements Oversight Council (JROC) approved Joint Urgent Operational Need (JUON) Request for Sea-Based ISR UAS System Support Joint Requirements Oversight Council Memorandum (JROCM) 007–12, January 30, 2012. The Navy approved the MQ–8 Fire Scout Endurance Upgrade Rapid Deployment Capability (RDC) on February 1, 2012.

The Navy has provided MQ–8 capability in support of SOF since frigates (FFGs) first began to support the requirement in Fall 2012. Fire Scout ISR support is a critical enabler in regions where land basing is limited due to political/military restrictions and tyranny of distance. Post-Afghanistan, there will be an increasing need for expeditionary, sea-based ISR to support SOF.

Due to fiscal constraints, Navy MQ–8 ISR support is limited, and the last scheduled deployment of an FFG with MQ–8 capability in support of SOF ends during Fiscal Year 2015. Additionally, Littoral Combat Ships (LCSs) are not slated to field in numbers to regain and sustain current Fire Scout capability for several years. However, the Navy has done initial Non-recurring engineering work to install Fire Scout on Guided Missile Destroyers (DDGs), which could provide necessary sea-based ISR support to SOF in the near-term as an interim solution until LCS is available in sufficient numbers.

Mr. PETERS. I understand that DOD's Surface Deployment and Distribution Command (SDDC), under the purview of the U.S. Transportation Command (USTRANSCOM), has jurisdiction over the Strategic Port Program, but that the Department of Transportation's Maritime Administration (MARAD) administers the program. Given this shared participation, how are the responsibilities for the pro-

gram delineated between DOD and DOT? Are they clearly defined and understood, particularly with respect to funding responsibilities for the Strategic Port Program? How does TRANSCOM coordinate with MARAD to ensure that the program's resource needs are identified and met?

General FRASER. These responsibilities are delineated in the National Port Readiness (NPRN) Memorandum of Understanding (MOU)–Revision 6, signed lastly on 29 Aug 2006. Specifically, MARAD is responsible for providing vessels, coordinating use of commercial shipping services and equipment (containers, chassis, etc), managing and maintaining the National Defense Reserve Fleet/Ready Reserve Force, and working with industry stakeholders and organizations (Transportation Research Board, American Association of Port Authorities and the National Defense Transportation Association).

USTRANSCOM's responsibilities include: providing air, land and sea transportation; directing and coordinating the activities of its components (i.e., SDDC, Military Sealift Command, and Air Mobility Command); exercising command of all transportation assets; serving as DOD single manager for transportation; providing guidance and insight into DOD transportation policies and plans; and being defense transportation sector lead for DOD Critical Infrastructure Program.

Typically MARAD and USTRANSCOM provide funding only to cover the administer portion of the Strategic Seaport Program, service contracts needed to gather information, and analyze the seaports.

If Strategic Seaport facilities become unsuitable for national security requirements, DOD and MARAD will first work with the Strategic Seaport to identify suitable replacement capability at that port. If no suitable options exist, DOD and MARAD coordinate with other Strategic Seaports or identify an alternate seaport that has the ability to replace the lost capability/capacity.

Commercial Strategic Seaports are either privately or municipally owned and have various options for funding infrastructure improvements such as: port revenues, general obligation bonds (G.O. bonds), revenue bonds, loans, grants, and other sources. The DOD, consistent with the premise of relying on viable/available commercial capability, successfully leverages port self-investment as the best value means by which to sustain required seaport capabilities.

USTRANSCOM, through the Strategic Seaport and Ports for National Defense Programs, coordinates with MARAD to ensure DOD's needs for strategic mobility are included in civil sector planning, which guides the funding and maintenance of civil sector infrastructure. The Strategic Seaport and Ports for National Defense Programs coordinate through the National Port Readiness Network to ensure MARAD and the Port Authorities are aware of DOD's needs and those needs are incorporated into Port Planning Orders. DOD's policy is to rely on civil sector infrastructure, identify and communicate our requirements, and negotiate for the use of that excess infrastructure capacity.

Mr. PETERS. Does TRANSCOM still utilize the Commercial First strategy (which prioritizes commercial services above the Strategic Port network)? Has TRANSCOM discussed with U.S. Department of Transportation Maritime Administration (MARAD) any standardization of (Strategic Port) Port Planning Order's (PPO)? Does TRANSCOM have the ability to prioritize and/or make recommendations to the improvement of connectivity of the Strategic Port system, if it is found that the physical infrastructure in and around Strategic Seaports is not sufficient?

General FRASER. USTRANSCOM follows the DOD directives to utilize best value, US flag, commercial resources to the maximum extent practicable. Sealift cargo appropriate for commercial carriage to be carried by commercial ships assumes the following priority: first, to commercial vessels already under charter to the United States; then to commercial vessels in accordance with the Cargo Preference Act of 1904 (10 USC 2631) and the Voluntary Intermodal Sealift Agreement, 7 Nov 07.

USTRANSCOM has discussed standardization of PPOs with MARAD. Generally speaking, the PPOs have historically been standardized by including content of specific berths or linear footage of berths and "Open air" and "facility enclosed" staging.

USTRANSCOM does not have the ability to prioritize improvement of connectivity if it is found that the physical infrastructure in and around Strategic Seaports is not sufficient. Such priorities are determined by other Federal, State and local government authorities or, in the case of rail, by the commercial-railroad owner. In the Congressional Report titled Update to Port Look 2008, Strategic Seaports Study, 3 Jan 2012, DOD found that the infrastructure in and around Strategic Seaports is currently sufficient to meet DOD's needs.

However, USTRANSCOM does have the ability to recommend improvement of connectivity by sharing concerns and issues it discovers with MARAD, the Federal, State and municipal Departments of Transportation, the Federal Railroad Administration and the Port Authorities.

QUESTIONS SUBMITTED BY MR. BRIDENSTINE

Mr. BRIDENSTINE. Combat operations in Afghanistan are on track to be concluded by the end of 2014. Whether a residual force remains largely depends on whether the Afghan government signs the Bilateral Security Agreement (BSA). Regardless, US Transportation Command is tasked with moving our troops and materiel out of Afghanistan. Considering this herculean effort will require assistance from our allies, I wanted to ask you a question along those lines:

- Azerbaijan has been one of the most reliable partners for the United States as a transit route to and from Afghanistan since 2001. How do you now assess the role of Azerbaijan as part of your contingency plans for the retrograde from Afghanistan? How closely are you working with the government of Azerbaijan and its security forces in those efforts?
- The Northern Distribution Network has been a critically important transit route for the operations in Afghanistan. The United Stated has successfully developed cooperative relations with many of the countries along this route. Can you update us on your engagements with and the capacity of these regional partners to support US retrograde operations from Afghanistan?

General FRASER. U.S. Transportation Command (USTRANSCOM) engagement with Azerbaijan has resulted in a strong partnership that capitalizes on mutually beneficial logistical efforts. Azerbaijan currently provides surface and over-flight access in support of sustainment and retrograde operations to and from Afghanistan. Over the past two years, Azerbaijan has increased their commercial capabilities at the Heydar Aliyev Airport by building state-of-the-art wash racks and cold storage facilities; both of which are contracted for use by our commercial carriers to respectively move retrograde cargo out of Afghanistan and food supplies into Afghanistan. Furthermore, our political engagement strategy resulted in Azerbaijan approving the U.S. blanket over-flight of its airspace and decreasing its diplomatic clearance lead times for U.S. aircraft landing in support of multimodal operations. As the U.S. drawdown in Afghanistan continues, Azerbaijan will be a significant partner in providing flexibility across our strategic lines of communication systems enabling successful sustainment and retrograde operations.

USTRANSCOM continues to engage successfully with our regional partners across the Northern Distribution Network (NDN). Despite decreasing cargo volume due to lower force levels in Afghanistan and the strategic requirement to maintain flow across other routing options, the NDN continues to provide a scalable transportation network that maximizes flexibility and reduces risk. The relatively unrestricted freedom of movement across the NDN significantly bolsters our distribution network.

