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Air Warfare Symposium

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General McNabb: I always like kind of the early time slot because General Brady normally doesn't get up, and he always asks very tough questions, so if you get the early slot, Brady doesn't show up. But now Brady shows up. This is tough. [Laughter].

This is a great time when you think about our great Air Force and you think about our great joint team, and you think about what it means right now to be part of all of this.

Scap, it was great to see you yesterday come in and give us that perspective from Afghanistan. I was sitting there thinking about what we do in support of the warfighter, and I'll tell you, one of the things that I got to do last spring was to be with Scap on the drop zone out there at Fort Bragg. I think we were on Holland on that one, but it might have been Sicily, and it was really cold and it was big package week. As I see General Cross out there and that big package week where we have a number of C-17s, a number of 130s, and it was the most beautiful night. We sat out there. Of course it was really cold, that's what I still remember. It was really cold. But we talked a lot about how do we better support the warfighter.

As he was getting to go out there, we talked about things like hey, can we increase airdrop? What do you need? What can we do better to support you?

So I will just tell you that since then, I just got to be with Scap about a month ago. We kind of went through and said hey, here's where we were, saw him about six months before that. And each time we said hey, here's a different way we might be able to do a little bit more together. And of course he's always so complementary about what our Air Force brings. But that is the kinds of friendships, that's the kinds of relationships that make this all work. Whenever I come to AFA -- Mike and Joe, thank you so much for inviting me -- this really is all the old friends, folks that you have grown up with. When I look at the enlisted force and see these great Chiefs, see these great outstanding enlisted, the 12 Outstanding. You get a feeling for how tremendous this all is and what we are and how important this is to the nation.

As I sit here with Doug Fraser. Doug Fraser and I and Gene Renuart talked a lot over the last month or so after Haiti, and we pretty much talked every day. We would say hey, how do we get at this? There are a lot of obstacles, lots of things that are different about this. How do we collectively, how do we help? In this case Doug is the supported commander. In many cases it was okay, Doug, what else can I do for you? Here's what I can do. Is there something else I'm not thinking about? I think as he comes up and talks to you, one of the things he's been very open about was as soon as this all happened, all the combatant commanders called in and said what else can we do, Doug? What can we do for you?

That's the same thing that General Patreaus gets and that's the same thing General McChrystal gets. And that is the part when we think about how we work together on behalf of this great nation and that beacon of freedom, that is what makes this so worthy.

I'm delighted to be here.

I'm going to spend a little time talking about TRANSCOM and I'm going to talk specifically, take a little time and talk about Afghanistan and the surge, and as we move forces in there following the President's direction, says okay, we're going to move additional forces in there to take care of General McChrystal and take care of Scap and make sure that we are doing the things we need to win.

At the same time we have a little disaster down in Haiti that's right in the middle of our push on that surge, and here we have a crisis where the Haitian people need us in a big way, and it's not in weeks or months, it's in days. It's in minutes. Because everything that you can do faster, you're going to save lives.

That's what I thought I'd do, is use that a little bit and see how that comes.

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I talked a little bit about this. Again, I'm just saying when you think about the combatant commanders, they are given a mission. Doug Fraser. You need to do the relief of Haiti. Make sure you save lives, go as fast as you can in support of USAID, and the government of Haiti, and make sure that we bring this all together. The supported commander. He's given the mission and he starts figuring out what do I need to do this mission? In some cases he's got forces to do that. SOUTHCOM probably would

like to have a few more forces to be able to do something as large as Haiti. Then if he needs additional forces or he needs additional help, he will then come back and say okay, here's the additional things I need from the services, and that discussion goes on.

So big discussions, supported commander. When they figure out what they need, they'll come to TRANSCOM and say okay, we now need to move it, or I need your help in opening up the supply line, I need you to open that whole thing up.

Then we make a decision on which mode we will use. The mode in the past has been well, we're going to use air, or we're going to use surface. But we are so much more sophisticated now, because we have a discussion and we will do a combination of surface and air. We will do a combination of commercial with military. And we will do that interchangeably to come up with the very best solution that supports the warfighter first, but then has an eye of how do I optimize all of the systems that we can bring to bear? I'll talk a little bit more about that. So there's a very good give and take that goes back and we will have a discussion. So I will say that folks like General Scaparrotti as we sit out, we will have a discussion and say if you can adjust a little bit I can do these other things. Or as Haiti hits, we may slow down the sustainment portion going into Afghanistan for a couple of days to make sure that we get ahead of what Doug Fraser needs, and then we'll come back and catch back up.

That kind of discussion goes on all the time and it is huge.

The big part here is trust. The big part is, if you're working with the combatant commanders and they trust you and you say listen, if you can go a little earlier or a little later, we can take care of another one of the combatant commanders and do this in a smart way. That discussion goes on all the time and it is huge, and it hasn't always been that way. But I will tell you that as you say, listen, we will come and we will make sure that stuff gets there. As that trust grows you really get some additional options.

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TRANSCOM team. The part I would tell you is, when you look at it, it is really total force. The little pie charts tell you how much active duty, Guard, civilian. This is SDDC, fairly small. Five thousand. This is our Army component. Five thousand people. You have never seen

better leverage on a bunch of great Army folks and civilians than these folks do. They're amazing. They are taking care of moving all of that sustainment into Afghanistan. They're the ones that are sitting with Haiti and opened up that port and said the first team in that went into Port-au-Prince was the commander from Jacksonville, a lieutenant colonel. He jumped in an LCU and went.

I will just tell you, the part that's very interesting, as you go through Military Sealift Command. Again, you talk about some folks that jumped out. In many cases they started activating vessels in anticipation of what General Fraser needed, and we, as we talked, I'd say General Fraser, this is what I'm thinking that you need. We're going to start activating some ships, on that phone call. In this case I was sitting in Afghanistan, had just been visiting with General Scaparrotti, so we're getting these phone calls and I'm going, we're going to go ahead and activate these ships in anticipation of what you might need.

At that point we didn't know how bad it was, we just knew it was really bad and said here are the kinds of things that we think that we need to do.

Air Mobility Command. The largest, 132,000. When I put this all together, 140,000, 145,000 people that do this -- Guard, Reserve, civilian, active duty. Just huge.

Then I'll just throw out the commercial industry contribution. Eleven hundred aircraft. This commercial team is huge for us. The Civil Reserve Air Fleet and the U.S. flagged fleet in the shipping industry, this is what allows us to handle these surges and do it so well. Much cheaper than if we used a military aircraft or a military ship. In this case, this is how we get things done. These commercial partners is who's doing the northern distribution network. Totally. It is their relationships. They're the ones that came and said hey, here's a way that we can do this. We can come through the Stans. We've already got the relationship set. This is how we'll do it.

The Pakistan lock. Completely commercial. Think about that. It's almost hard to believe. And when you think about the Haiti ops, we kind of went in dual. We have military capability, but we immediately started working with our commercial partners who immediately offered solutions that as General Fraser and I kind of thought through to the future, said hey, let's get them both moving. If the commercial side comes up, that means we can then free up the military, and then those same guys

that are opening up Port-au-Prince airport and the same folks that are opening up Port-au-Prince harbor are the same folks that are going to go over to Afghanistan and open up those fields to allow us to move the forces in. So pretty amazing stuff. But I'll tell you, this teamwork is huge.

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So when you think about it, and this is, if I took one week and just said hey, what does it look like? Obviously you all know that AMC, you probably heard this a number of times. Every 90 seconds an airplane takes off and lands somewhere around the world -- sometimes into a very austere location like the South Pole, and sometimes into a very dangerous place like a forward operating base in Afghanistan. Our crews have got to be able to handle both of those equally. So when you ask them to go, you don't sit there and say hey, by the way, you're qualified to go into this place but not this other. Our forces need to be able to do all of that. Our total force. That means Guard, Reserve, active duty, they've got to be ready to do that, and it's tremendous.

On the sealift side, about 35 ships loading, off-loading, somewhere in the system as they're moving. Of course this is kind of our normal steady state, and I would just tell you about five to six to seven times that if we have a major operation going, and that's when we surge the fleet.

One of the things that I would just throw out to you that's kind of interesting is no question that we dwarf by surface what we do by air. Air is very costly, but of course it's very fast. But if you can get it to where you're moving it by surface rather than air, you save a lot of dollars.

On this side I would just throw out, on the air side, 28 million pounds of cargo. That's a lot of cargo that's moved. But we move more fuel in the air than we do cargo around the world every day. That's something a lot of folks don't realize and that's why that new tanker is so essential to us. This is what gives us global reach. This goes on every day. It refuels our airlift fleet, it refuels our fighters and bombers over targets in Afghanistan and Iraq. It is what allows us to extend this reach out and become truly, have global reach and global power. Huge on that.

Movement of 280 patients, movement of the aerovac folks. You talk about a mission of love. That is it. We

do that and do it day in and day out, and it is our promise to our all volunteer force that we will do anything within our power to make sure that we get them back to even the doctor or the hospital where we can save their life or limb. Pretty huge. Huge commitment.

While all this is going on we're moving six brigade equivalents back and forth as we swap out our great ground forces as they go into battle, they do their time, they come back, they get their dwell, and they go right back in again. Huge responsibility to make sure that that all goes. So a huge team.

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I wanted to just give you a very quick, and I'm going to use this example on how we are set up as a force. And as we look at this, this is kind of the airlift. When we have a war, this is our full-up surge. We mobilize, we activate everything, we're ready to go. This is our two theaters, our two war time strategy, whatever you want to call it, this is when we go balloon's up, everybody goes. We've got to be able to do that. You know that the bridges are the first things that have to be set up as we move our forces, get them out there, and get them to the fight. And we do that with active duty, mobilized Guard and Reserve, and activated Civil Reserve Air Fleet.

On the sea side it's the same way. We have a float PrePo that's already out there. We have organic reserve activation. Those are those ships like we did, we activated in support of General Fraser. Then we have the Commercial Visa MSP activation which is our commercial partners similar to CRAF.

But day to day we don't have that same requirement so our job is to make sure that we optimize this and we have active duty that does the training, we teach the folks how to do that. That goes on day in and day out, and that's a part of doing business. The same guys that we trained in active duty are the guys that fill the active duty roles that stay for a career, also the Guard and Reserve, which is what General McKinley talked about yesterday.

Our Guard and Reserve volunteers, full-up round. What they do is they say hey, we're up, we're going to go do a mission for you. We have four days or a week, and they will come and they will fly for us. This is huge, and it kind of goes up and down as we need it to, and they do a tremendous job.

Then we have commercial contracts. These Guard and Reserve volunteers put the backbone of the mobilized ART because they are ready to go, they've done their missions, they know how to do that. And here's the commercial contract set becomes the activated Civil Reserve Air Fleet, so it's a very cost effective way of doing this.

Every day that we are not activated, every day we are not mobilized, we are saving dollars for the country towards our war time requirement. So if you think about that, cost effective day in and day out over here; but over here when we expand, we've got to expand on immediately and be a full-up round because it's the first to go. The sealift side is the same way.

This is the part that I would tell you, and I'm going to show you some examples, but this is kind of what we do day to day. I will tell you that we've been sitting here since about 9/11 primarily made up by commercial contracts, and as we go into the surge I'll show you that what we're going to have to do is we're going to have to do some partial mobilization to make sure that we have enough crews and maintainers to do this. So that's how we do it. It works out very good. This is a great value to the country.

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The other portion I would just mention is about \$3 per pound to move it by airlift; and about \$.30 a pound to move it by surface. So every place I can move it by surface I save big dollars.

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This is a global network. If you take all of our Army, Navy, Air Force presence, you put our folks out there, in many cases these are small debts, like Pago-Pago, we might have two contractors that run the contract airs that we have going down to Australia or New Zealand. But those folks have relationships and when that tsunami hit Pago-Pago, it was those guys that PACAF worked with to make sure we got stuff into there very quickly.

This is something that the COCOMs that we support out there absolutely depend on, and it's their ability to know that we have these relationships, we already have these folks in place, that allows us to very quickly meet their needs if they need them.

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When I take all of that capacity, both air and surface, one of the things that I know that we have is we have capacity mass. We have numbers of platforms. We have systems. One of the things that we have is obviously weapon systems, en-route infrastructure, intermodal connectors. One of the things we always want to do is make it go faster. If you make it go faster it's the same as adding additional weapon systems to the mix.

The other thing that we want to do is make it more precise. If we can make it more precise through command and control, we don't have this additional bill of having lots of things that we don't need. That's something that again, as I talked to the combatant commanders, that's what we work at every day. In many cases that's command and control, that's visibility of cargo, that's ability to reprioritize en-route. It's those kinds of things that really bring value.

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So when you think about pre-9/11, steady state, it really is like a pipeline. We sit right about here and everything is in balance, everything works very well.

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So post-9/11, obviously we had a lot more requirements. So active duty deployments, expand the pipeline, limited reserve component activation, expanded commercial contracts, and I will say develop the northern distribution network which I'll talk about in a second. But you can see, that's how we do it.

Then we do the surge. You can see we just keep kind of going up and we use a little bit more each time to be able to handle that and then we can bring it up and then bring it right back down. That's how TRANSCOM and its components do the mission that we've been entrusted with.

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Of course then you'll have a little bit more that all of a sudden you have a little Haiti. And you end up saying okay, how are we going to do that? Again, we just expand as we need to, figure that out. We ask the other combatant commanders, we kind of work with them and say are there things you can delay so I can focus on Doug Fraser and make sure he gets what he needs?

That's how we do it. Lots of things that go into that. But I'll just tell you that rapid response that's

enabled, Joint Task Force Port Opening. That's the old contingency response groups that used to go in by air. They still go in by air, but they now have Army folks that go in there with them to clear the field. Huge difference. It made a huge difference in Port-au-Prince.

We also have that same thing on the sea side, Joint Task Force Port Opening Sea, and they will go in and open up a port. They both played huge for General Fraser here just recently.

One of the things that we do have, as TRANSCOM Commander I have a Working Capital Fund which means that I can, if I know that I'm going to get reimbursed I can go ahead and obligate money. That's one of the things that allows us to go very quickly. I have acquisition authority, which means I can contract immediately, which was something General Fraser absolutely depended on, because I could immediately say we've gone out for bid, we've got a couple of folks that are very interested in doing this, they're already giving us options, and as soon as I was satisfied that this was all done properly and as soon as we said go, those commercial contracts went into effect and they're already paying big dividends.

Then the global commercial relationships. This value that we have with our U.S. flag air and sea carrier is just huge in its ability to bring a lot more capability to bear very quickly. And it's their relationships that we leverage very much.

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The other one I would tell you is that if you think about this pipeline, at the end of this line, and there are all parts -- the supply base in the CONUS and inter-theater movement, TRANSCOM, I own these forces to do this part of the mission. The combatant commanders in the theaters own the intra-theater and the final tactical distribution portion. But in the end is one of our warfighters, and they do not care how the rest of this works. They don't care, they don't even want you to tell them about it. They just want to know did you deliver the goods.

So one of the things I have as TRANSCOM's authority as the distribution process owner is I have influence over the whole process which allows me to work with General Scaparrotti and General McChrystal and say okay, now how do we get it to the FOB? How can we help you do that? That has played huge as TRANSCOM has looked to things like General Fraser, and helping him with the different problems

that they will have and say here's what we can bring to the fight.

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I will say that if you can figure out what we're doing logistically, you can usually figure out what we're doing operationally. A lot of our adversaries realize if you can slow us down you will have an advantage. What I try to do is make sure we have logistics superiority wherever we need it to be in support of the combatant commanders, so they have options that the adversaries do not. I will tell you that in Afghanistan or Haiti, great examples of if you can get the logistics right, the rest of it falls into place.

But this is a big part of what I have to do for General McChrystal, what I have promised General Petraeus. AS I say, you do not need to worry about this. General Scaparrotti, when he says listen, the threat just changed, I need to be able to react to that and get him what he needs.

So I will just tell you that when you think about the IED threat, when you think about piracy. It's amazing how much I talk about piracy now as our stuff flows there. Our aircraft, when you think about our C-17s and 130s, we cannot be slowed down because there's a new threat that goes in there. So our teams need to be very specifically trained and ready to go.

Then cyber. You'd be amazed at how many times, TRANSCOM gets attacked more than anybody, but part of that is because we ride on a protected but not secure network. That's because we work with all the commercial parts. So now we've got to make sure we have a system in which if somebody wants to screw with us or slow us down, we have to make sure that we've got that all worked out.

This is the part that I lose sleep at night about. This is what I always think about when I think about our guys going into harm's way. But in the end we must always, always, deliver. Folks on the ground, I'd never want them to ever worry that we're not going to figure out a way to get them what they need.

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With that as background, I've got about ten minutes. I'm going to go through Afghanistan. Afghanistan is really interesting. This is just a couple of case studies, if you will but when you think about Afghanistan you think about a land-locked country, very tough terrain, with very

interesting neighbors. That's what we've been given, and as I sit there and think about General McChrystal and General Scaparrotti and you think about them being here, again, they're not too worried, they don't want to have to worry about how we're going to get them the stuff they need to win. We've got to do that.

But I'll say that you've got basically five different ways, given the height of the mountains, and they've got five different routes of getting major resupplies in there. Two of them are through Pakistan and we use them a lot. But we had not been using stuff from the north, and I'll talk a little bit more about that.

But when you think about the importance of air, it's huge. So where normally we carry about 10 percent by air, in Afghanistan we carry 20 to 30 percent by air of the stuff that they need. So it's much higher from the standpoint of the cost on air, but very constrained because there's not a lot of airfields, so throughput becomes a huge issue there. How much can we get in there?

We end up having about 50 percent of the supplies come in from the Pakistan lock; about 30 percent come in from the north as we opened that up; and about 20 percent by air as a general rule. So that just gives you an idea of how we do that.

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When I first took over, something that had already been being worked by CENTCOM and TRANSCOM, General Schwartz and Admiral Falon and then as General Petraeus took over and I took over we confirmed it, that he wanted me to work on how do we open up the north. A lot of that was here's the Pak lock, and zero military command and control, 100 percent commercial, all host nation trucking, 54,000 containers a year. Pretty big time. You all saw a lot of stories about this.

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But there were a few things of concern that would make you go well, maybe we don't want to bet completely on that one way of getting stuff in by surface. Border delays, theft, pilferage, weather, all of the things that go into this. This kind of says it all. Alexander the Great when he went into Afghanistan, "My logisticians are humorous lot. They know if my campaign fails, they are the first ones I will slay."

When Secretary Gates handed me the flag of TRANSCOM he said this quote to me. Now I didn't know exactly what he meant but it meant that I think he wanted me to make sure I got the stuff into Afghanistan and supported General Scaparrotti. But this says, let's have some other options. Let's make sure we're not betting completely on this.

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What we did is we went, and again this was in conjunction with CENTCOM, with State Department, the ambassadors. We basically got with all of these countries and our commercial partners kind of helped us lead through this and said let's develop some routes that come through Central Asia. It's now expanded to Russia. And basically what we found was all of those countries said it is in their interest to have a peaceful and stable Afghanistan.

Completely commercial. We said this is non-lethal types of equipment like food, like medicine, like construction material, things that you would take through their normal commercial routes. That's what ended up happening. We ended up getting, you had to get everybody to say yes so that you could get in there. I remember when we first started this up and General Petraeus and I were talking, and the idea was how well will this go? Can we get all these countries to agree? Because each one has different procedures. Sure enough, it all worked. But the Ambassadors played huge, the State Department -- This was an interagency coming together with a common focus and boy, what a difference it made.

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Here's where it stands today. Almost 8,000 containers have come through there. We've got 5,000 plus containers on the [NDN] and it's paid big dividends to make sure that we get the warfighters there in Afghanistan what they need.

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The other one that's been really worked hard is to make sure that our throughput in the bases was expanded. This is something that General North had done when he was the AFCENT Commander. This is in conjunction with General McChrystal and his folks. And sitting down and saying how do we increase the throughput at each of the airfields? And you can see the kinds of increases that they've done. Lots of things. Pouring more concrete, putting down some AM2 matting. In some cases it's the adding of a K-loader or some type of new parking plan to make sure that we get there. High speed fuel pumps.

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The other one that goes in, this is the one that again General Scaparrotti and I talked about, but this gives you an idea of the airdrop. This is how much airdrop has increased over time from 2005 to 2009. From 2 million in 2005 to 29 million pounds in 2009. Folks don't realize that. That is how we're getting that resupply out to those forward operating bases, and again, what a difference it has made.

We continue to look for ways of doing that. Low altitude/low cost was something the 82nd actually came up with and we just had our first three C-130s from Dyess that got trained and equipped to be able to do that, and we're working that out. Again, looking at ways that we can do it from cheap to expensive to say hey, we are going to get the stuff through but we're going to do it with an eye toward cost as well.

Joint precision airdrop. You heard about that. That's GPS receivers. Here's that low cost/low altitude. Very precise. They come in 150 to 200 feet, about 130 knots, and it is very precise. So you can sit there and if the threat allows, that's the best way to do it. So huge on that.

Disposable chutes so you don't have to worry about getting the stuff back because, quite frankly, getting the stuff in, if it's hard getting the stuff in it's also hard to get the stuff back out. So that's what we found, is in many cases they said we'd rather not have the precision airdrop because we know you want to recover that. So they were trying to be very careful, that wherever we could they didn't have to worry about the recovery. So really some great work done by all the services on this. Army on the lead, especially on the disposable kinds of things, and again, huge in support of the warfighter.

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Haiti. In the middle of the surge, I had actually had, it was really fascinating. All of the combatant commanders were at the White House on Monday night and I think General Fraser, you probably remember this. But the President told me twice, let's make sure that we are going as fast as we can to get the stuff into Afghanistan. And of course the next day Haiti hits. Then it was okay, now do that, but also make sure that you do everything you can to take care of Haiti. It just shows you how quickly you're going to be asked to do things. Our force needs to

be very agile in ability to do all of those kinds of things and be able to adjust as we need to at the direction of the Commander-in-Chief, Secretary of Defense, and our leadership in Washington. That's what we ended up having to do here.

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I was over in Afghanistan working the surge portion when all this hit, and I remember talking to General Fraser as we were going through this, and I got back on Monday, I think this hit on Tuesday, and I got back the following Monday. But we were talking the whole time.

When I got back I finally said okay, we didn't know what the requirement was, but I just said why don't we use -- What does it take to take care of a million people? It ends up that if you do food, water, medical supplies, all the kinds of things for a million people, it's about 250 containers a day.

If they don't need water, that means you only have to do 150. So I said okay, General Fraser, I'm going to use 250, plus it's easy for me and math, if you want to do two million people, we just double it; and if you want to do three million people, we triple it. That's what we started off. We wanted to maximize the air bridge, take full advantage of Port-au-Prince, open San Ysidro as a backup, that's in the Dominican Republic, open the surface bridge. This was get the sealift capacity, in other words, start figuring out can we contract stuff or can we get stuff in the move so that we begin moving containers towards that. It's about a three to four day trip, round trip, about eight days. We wanted to make sure that we got that capacity.

Port offload capability. Is the port open? What can we do to open up that capacity? That was huge. Then load the bridge. That's at this end, to make sure once we have this capacity, let's get the stuff to whatever port we're going to move it out of and get it set and ready to ship. Establish some high speed lanes. High speed lanes. You can think of a C-17, you can think of a 130 mission that goes every day in support of the 82nd Airborne. This is the ace in the hole General Fraser has when he says okay, I know everything else is going right, I don't want to reprioritize all the flow, I have something that just came up, I need to do this one high speed. We activated a high speed vessel that made a huge difference along with air, so he had two options that he could use whenever he needed to to speed things up when it came up.

Then it was seamless link with theater distribution. I still show that yellow, but I think that's really come together. Then make the flow more precise. More precise means that initially it's food and water, but over time General Fraser needs to have the ability to say this is the priorities I have, I need you to change, and we need to be able to change very quickly. So that's what it means, make the flow more precise.

But I would tell you that at the very beginning this is what I told our folks to do and here's how they did it.

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The first thing was the JTF port opening APOD. The combat controllers went in, the Special Operations, what a great job they did. Donny [Wurster] and his guys. They went in and made sure the airfield was open. You can imagine that you have something like this, you don't know if the concrete can handle an airplane going in. You have to figure that out. They had one of their airplanes go in with the combat controllers, and this is the folks that took over -- the tower was so damaged it was condemned. These are the ones that ran the air flow. This is the ones that sat there and did the air traffic control, a great team effort.

Right behind them was our Joint Task Force Port Opening. This is the folks that run the airfield. These are the ones that marshal in the airplanes and unload them. This is the ones that process the passengers or the orphans -- I see Secretary Peters over here. These are the things that will come up right away and that you organize all this chaos. How do you then get it off the airfield? These guys did huge. I'm going to talk a second about that.

Here's the S-POD. This great lieutenant colonel, enterprising lieutenant colonel, got in one of these LCUs, Landing Craft Utility, jumped on it, put all the stuff he needed on it, and went to sea. The very first hours. I got a call, again in Afghanistan, said hey, are you okay with this? I said absolutely, press.

So I would just say -- and he landed, he was the first one in to that Port-au-Prince to begin opening that up as we started getting stuff moving towards him. Huge on what this meant to us.

Again, pretty good teams. It's Air Force and Army. In this case it's Army and Navy. So huge on what they do.

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Here's the airfields. Port-au-Prince, we found out we could get in there. Barona and San Ysidro. Again, General Fraser said hey, if we can have some additional capability over here in case Port-au-Prince takes a while to build up, we started doing all this simultaneously.

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Here's that flow. When people say geez, how quick can you bring an airfield up? Here we have the earthquake. So you can see as we got those first airplanes in, saw that the airfield was open. Three within that first 40 hours. Then watch how it went up.

You're talking about five days. 160 was where we peaked out at. Then it comes back down. What's kind of interesting is that once the sealift, and this is when the surface side came in, you can see it coming back down to much more normalized ops. Today they're working their first commercial airplanes in and out of Port-au-Prince. But what a difference that does for General Fraser on his ability to get stuff in there immediately which is life-saving kinds of things, medical kinds of support that go in there.

Next slide.

Then it was okay, what are we going to do on the surface side? Here it is. These are the kinds of ships that were activated by our MSC, Admiral Busby. Huge on its ability to bring a lot of stuff very quickly. So when you close one of these ships, this is 350 C-17 equivalents. This becomes huge when you can get this in. So they were activating these ships. The Maritime Administration was part of that along with Admiral Busy. Again, they did some great things. Like the Comfort. That's the stuff they did.

Next slide.

Here's that LCU that he went to sea with right away. These are the kinds of vessels that we have. And any of you all that haven't done this, can you believe that I own this? This is huge.

Next slide.

Here's the J-Lots as we build out the commercial side, and here's as we build out the military side. This is what we brought to bear.

Next slide.

Again, these are the things that they immediately started working on, how do we do the commercial, bring it to bear so that we can open up that port and share that and bring stuff in over the beach, but then start building additional causeways as the stuff is condemned.

Next slide.

This is that port capacity as it expanded, as we brought in the different capabilities. And here we said at about 1,000 containers a day to get in there and they started, before everything happened, it was 233. So this just tells you how quickly and what a difference that makes.

Next slide.

This is what we would bring if you needed it. We didn't end up needing it, but this is the additional capacity that we can bring. This is, again, our port opening, our J-Lots capability.

Next slide.

Then you build the surface bridge. This is the cargo vessels that came in. Kind of cool.

Next slide.

In the end, we've got to receive it, we've got to lift it, we've got to offload it and then we've got to distribute it.

So as this all came together at the end, just two days ago they said we can distribute 700 containers a day off of the port. Now you've got a whole system that brings this all together.

Next slide.

This just shows the capacity of all that that was brought, but again, huge.

Next slide.

Promise given, promise kept. This is how we support combatant commanders. This is how we support General Petraeus and General McChrystal, General Fraser, Admiral Willard, Admiral Stavritas, General Renuart. This is how we do it.

Next slide.

In the end, we know that we measure our success through the eyes of the warfighter. The reason I show this slide, I used to say that all the time. Our guys came up with this picture to be able to show that. I'll just say I also like it because it's got some pretty cools shades. [Laughter].

That's the pitch. I'll just tell you what an honor it is to be here again, Mike and Joe. I thank you to all of the great folks that have raised their hand for freedom. When the country looked around after 9/11 and said, "Who shall we send? Who will go for us?" We had so many great young Americans that raised their hand and said, "Here I am, send me." It is so very noble to be with you. It is so very noble to support the great warfighters that are sitting and doing the kinds of work that our country needs done. And when you think about these great Americans you think about this overall conference and you think about all of these folks that rode to the sound of the guns, were tested under fire, and were found worthy. Across the board, this great force, and they're forever changed. So when you think about, your ROTC folks that are out there, if you think about this very very noble thing that we do on behalf of others and this great beacon of freedom, just like the generations that have gone on before, I will just tell you, thank you. Superb. Thanks, Mike.

Moderator: We're out of time. I've got at least a dozen questions up here. Maybe General McNabb wouldn't mind hanging around the front and talking to folks.

Sir, on behalf of all of us at AFA, thank you for a fascinating presentation.

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