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AS DELIVERED

Thank you, Andy and John. What a great introduction – nothing like a little AC/DC at two in the afternoon to get the blood flowing!

Members of the NDTA, TRANSCOM teammates, members from our components, and, of course, representatives from our commercial partners. I happily join the President and Chairman in welcoming you all to the beautiful Union Station in downtown of St. Louis.

I'll start by offering my appreciation for the combined NDTA and TRANSCOM team for their incredible efforts in getting us all together in this amazing venue. Thank you to everyone who put so much time and effort to make this such a fantastic event!

This year's Fall Meeting has already generated important conversations and with major topics like China's implication for the United States, our National Defense Strategy, and cyber security, I expect they will only get better. This year's theme of "evolving the strategic advantage" is well timed and I cannot over emphasize the need for our organizations to rapidly adapt to the realities of strategic competition. We need you with us, all the way.

Now, it's hard to believe a year has passed since I took Command. Standing in front of you at the National Harbor last year, we had just completed the largest Non-combatant Evacuation Operation in history.

Today, our logistical prowess remains on full display as we balance the rigors of our global mission, while ensuring Ukraine receives the aid necessary to defend their nation. I'll bet President Putin wishes he had transportation and logistics experts just like you.

Every day I am humbled by and grateful for the professionalism and dedication displayed by the members of this association, and the entire logistics enterprise – without fail, we deliver for our nation.

As an organization, TRANSCOM recently celebrated our 35th anniversary. And after over three decades of operations there is one constant: we must maintain our readiness to fight tonight, while keeping a keen eye on our ability to do so into the future.

Speaking of the future...Air Mobility Command recently cleared the KC-46 as a worldwide deployable weapon system – a critical step in integrating our newest tanker's advanced capabilities into the fight.

Also, thanks to the efforts of the Navy, MARAD, and with support from Congress, we added two used Roll-On/Roll-Off vessels into the Ready Reserve Fleet inventory to replace previously retired capacity—the ARUNDEL and the CORTEZ are just the beginning of the efforts to recapitalize the surface fleets.

Additionally, TRANSCOM is preparing to assume the role as the Department's single manager for global bulk fuel. Partnering with DLA's capability and experience, TRANSCOM will focus on the synchronization of posture, planning, execution, and advocacy for resources to meet the energy needs of the joint force in a contested environment.

We will need your innovative ideas and partnership to bolster our fuel distribution capability and reduce our risk – especially in the Pacific.

But adapting together based on the strategic needs of our nation is nothing new for this association. From the collapse of the Soviet Union, to Desert Storm, attacks on the homeland, through natural disaster relief, sequestration, pandemics, supply chain congestion, I recognize that NDTA and the commercial industry have always been...with us all the way.

In fact, the first TRANSCOM Commander, General Duane Cassidy, was keenly aware of the pivotal relationship that our command shares with NDTA and our commercial partners.

In 1987, two days before TRANSCOM's formal activation ceremony, General Cassidy addressed the members of NDTA. During a period of strategic competition with a former global power, he detailed the actions necessary for building a sophisticated logistics organization.

An imperative Cassidy clearly identified was the need to develop a robust distribution system.

A system, that as he described, would revolutionize the logistics of our nation by providing the right information to those who will determine if we must fight, to those who will lead the fight, and when called, deliver those who must fight.

So, from our inception, the enterprise was created to provide our senior leaders decision space and deliver our nation's forces around the world– in peace and war.

Our incredible logistics network is the realization of General Cassidy's vision, and we have continuously evolved to maintain this strategic advantage for our nation.

Even back then, he understood that achieving this goal was only possible through the special relationship between the military and transportation industry. He believed, as do I, that "This relationship has been the underwriter of great change in industry and progress in our country".

To an audience just like this one, he emphatically declared that TRANSCOM will "do great things". Over the 35 years since he delivered that speech, TRANSCOM has undoubtedly accomplished incredible feats - and you've been with us all the way.

And while I believe the capabilities inherent in our network exceeds even the foresight of General Cassidy, it is our resilient warfighting team members that continue to represent the difference between victory and defeat...and in many cases...between life and death.

In December, merchant mariner Lieutenant JG Kelly Flynn, was operating as a Tactical Advisor, or TACAD, onboard the commercial vessel Maersk Perry - although it could have been any of our commercial partners. Lieutenant Flynn was tasked with providing secure communications and training the crew for contested environments.

While underway, Kelly's vessel received a distress call indicating that a boat had capsized nearby. Utilizing her experience and communications capabilities, she coordinated with international search and rescue agencies and relayed information to help the vessel navigate to the location

In the dead of night, the crew was first on the scene where they located and rescued a distressed individual, in the frigid waters of the Aegean Sea. 5-hours later the survivor was safely transferred to Greek search and rescue personnel.

Unlike other forms of military power, logistics prowess presents the opportunity to achieve effects by saving lives. Lieutenant Flynn, and the crew she served alongside, highlight the value of all our merchant mariners and our partnerships with commercial industry.

Now, Kelly couldn't join us because she is on some well-deserved leave. So instead, I'd like all Strategic Sealift Officers, TACADS, and merchant mariners to stand and be recognized on her behalf. You are all a vital part of our current and future operations.

Current events, driven primarily by the acute threat posed by Russia, remind us that logistics is a critical warfighting function.

Before Ukraine's sovereignty was violated, members of this association had already begun delivering weapons and equipment that would directly impact events on the battlefield. Due to the expanse of our network, the opportunity to generate strategic results though is not limited to traditional members of the joint logistics enterprise.

Helping to match the substantial ammunition requirements of the European theater with our significant capacity, were two of our teammates from the Army's Joint Munitions Command.

Over the past 10-months, Ms. Gina Ward and Mr. Patrick Bradley have coordinated over 2,800 transportation protective service commercial trucks. These vehicles traveled from 8 different munitions depots to 4 different air force airfields, where a mix of commercial and Air Mobility Command aircraft were waiting for upload.

Their efforts helped demonstrate the agility of our network during the largest of the 22 Presidentially-directed actions, as we rapidly shifted departure locations from Tinker to Hill Air Force Base. At the height of this movement, the JMC team was managing around 40 trucks per day and coordinating with our other components to transport over one-hundred thousand artillery rounds in 16 days.

At SDDC's Military Ocean Terminal Sunny Point, Mr. Dave Temple led his team to synchronize additional truck and rail movements initiated by JMC. In North Carolina the Surface Warriors oversaw the loading of over 2,000 containers and other combat equipment on commercial vessels bound for Europe. If you heard of the ammunition, HIMARs, and weapons systems utilized by Ukraine on the battlefield, these teams were part of the network that helped them get there.

Individuals like Gina, Patrick, and Dave understand how to leverage the entire Joint Deployment and Distribution Enterprise, from surface transport – to airlift- to sealift –commercial and military. Knowing who you represent, I'd be honored if the 3 of you would stand to be recognized. Thank you all for your significant contributions to our Nation's success in the face of authoritarian aggression.

In the last year, together, we once again demonstrated the impact a dedicated logistics organization can have on global operations. We did so in a manner much different than the preceding years, and with cargo and to destinations not forecasted, and at a pace and scale no other organization can replicate.

Our strategic success in Europe, and in execution of our global enduring mission, is the result of decades of deliberately developing our global posture and network, the application of our combined

capacity, and the ability to command and control our forces with precision – and you were with us all the way.

Take a look...*(video plays)*

Help is on the way. -- Just as the original Commander did all those years ago, I stand before the members of this association as our country once again engages in strategic global competition. This is not new territory for the men and women of this enterprise.

Our strength is derived from the interconnection of our capabilities, the resilience of our global network, and the dedication of our people – this is the strategic advantage we must evolve, and we need you with us all the way.

The President's National Security Strategy makes clear that China and Russia are working overtime to undermine democracy and export a model of governance marked by repression at home and coercion abroad.

In their own ways, both seek to erode the legitimacy of established international norms and laws that have persisted for almost a century. Geopolitically, China remains our most consequential strategic competitor.

Economically, they offer the promise of short-term monetary, technological, or even medical gains at the cost of a company or nation's long-term strategic decision space.

Their overfishing, in every sea, and ocean around the world, imperils ecosystems and economies that so many countries depend on. And with their civilian fleets, they physically endanger our other mariners and inhibit freedom of movement in international waters.

Daily, in the cyber domain, they target our networks, probe our critical infrastructure servers, and seek to benefit from the intellectual properties of our civilian companies and military organizations.

Militarily, they have studied our capabilities and are keenly aware of logistics' critical role in any future military action. To that end they have custom designed their kinetic and non-kinetic capabilities to target our lines of communication.

Holistically, China has shaped their instruments of national power to erode, disrupt, or destroy our ability to oppose their revisionist aspirations.

And of course, we must contend with the underlying physics of the problem set. Across the vastness of the Pacific Ocean, the ability to generate and sustain operational momentum in compressed timelines, to more destinations, with limited capacity will be an imperative.

With this in mind, to ensure TRANSCOM remains ready now and in the future, earlier today we released our command strategy that's focused on evolving our strategic advantage.

Hopefully you've seen the QR codes out there, on the business cards or the marquees – Just in case, to help close the generational gap, all you gotta do is , open the camera, and point it at the square – hit the button, okay? And Don't worry, for those who'd prefer a hardcopy – just stop by the TRANSCOM booth.

Regardless of your preferred medium, you'll find the command's priorities are designed to meet the realities of the contested environment that we operate in, and the challenges we must address. To compete effectively, we must have agile, resistant, survivable, and sustainable logistics – all leading to delivering lethality.

Undoubtedly, our enterprise will play an increasingly critical role in achieving our national defense objectives. To succeed, we must adopt the mentality that challenge is not synonymous with impossible and contested is not the same as impenetrable.

Significant opportunities exist in this environment to exploit our expertise to deploy, maneuver, and sustain the joint force – to get there, we'll need you with us, all the way.

Future operations will not resemble recent successes, but they have demonstrated the importance of the National Defense Strategy's strategic ways of Integrated deterrence, Campaigning, and Building enduring advantages.

Our priorities and warfighting framework are fully aligned with these key concepts, and the capabilities we deliver will underwrite the lethality of the joint force.

Integrated deterrence is predicated on making the adversary doubt they can achieve their objective. This relies on TRANSCOM's readiness to fight, deliver, and win through our global mobility posture.

Strengthening and expanding relationships with our diplomatically aligned allies and partners, is paramount in generating assured access, basing, and overflight. This requires a whole of government approach, including commercial industry efforts, to solidify and amplify our established nodes and routes.

These dense layers of contacts and contracts – military and commercial - are critical to our ability to set the globe. They also enable regional agreements that expand the availability of critical resources in remote locations – especially fuel.

We must also be cognizant of impacts that transnational issues, such as climate change and energy shortages, have on our readiness. Open dialogue, finding common ground, build on trust of our shared values, is a strategic benefit no competitors can match.

The collective influence of our enterprise and nation to shape the strategic environment provides us unrivaled positional advantage, senior leadership decision space, and complicates the decision matrix of any potential adversary.

But as the smartest guy I know, Mr. Bruce Busler, says, *that guy is so smart*, “we cannot posture our way out of the future fight,” it is neither unlimited, guaranteed, or perfect. As a result, all our available capacity, including the emergency preparedness programs, must continue to represent a credible option for delivering fuel, munitions, personnel, and material – regardless of the environment.

The complexities of distributed maneuver, requires the Total Force, commercial, and ally and partner capacities to be employed in a dynamic manner. We have to be able to rapidly scale our combined global mobility capacity, have to be able to make decisions at every echelon faster than our adversaries, and ensure we can deliver from the homeland to the last 1,000 tactical miles.

To campaign effectively, we must continue to rehearse the concepts and capabilities necessary to aggregate forces to fight and disaggregate to survive in degraded and denied environments.

Through the Globally Integrated Exercise, Pacific Sentry, Air Mobility Command's Mobility Guardian '23, and other combined exercises we will put a premium on closing operational gaps to strengthen deterrence and develop new concepts to prevail.

We will work to increase our interoperability. This includes empowering our people and partners to develop skills and innovative solutions that will address the challenges of their particular operating environment.

We will employ TACADs on commercial vessels, draw from prepositioned stocks, expand our CONSOL capability, seamlessly transload from commercial to military capacity, and utilize multi-modal solutions to deliver across dispersed locations in compressed timelines.

By doing so, we can identify technology and recapitalization requirements that will inform future joint force designs, so we will be capable of supporting future distributed operations.

For decades, our logistics prowess has masked operational risk. We must grow our capabilities to ensure that logistics does not cause premature culmination on the battlefield.

The timing, tempo, and scale of potential future operations necessitates that we focus on building enduring advantages, especially our ability to command and control logistics formations and integrate them into the joint force.

To do so, we must begin by treating data as a strategic asset. Building on the lessons from Afghanistan and Ukraine, we've implemented tools like ADVANA and its recent TRANSCOM application, Pegasus. These are the first crucial steps in our utilization of advanced visualization, analytics, and machine learning capabilities to create decision advantage.

Connecting advanced analytical tools, with forecasted and real time consumption rates, to the available capacity will enable us to transition the push to logistics – where we can preempt joint force needs while efficiently utilizing our resources.

Our commercial and military platforms, they will require integration into the battle networks, they'll require advanced encrypted communication, and reliable navigation. We must be linked into the distributed command and control constructs and resourced with the tools that enable us to sense, make sense, and decide faster.

However, any digital advantage is untenable if it is not adequately trusted and protected. We must continue to drive cyber domain mission assurance from our platforms to our networks. No doubt - resilience in the cyber domain directly translates to agility in every other.

In fact, last month we completed implementation of core Zero Trust capabilities on our classified network, reaching the baseline maturity level. Our work is never done on this front, and we will continue to advance this initiative – especially in the unclassified environment.

I want to take a moment to thank the efforts of the NDTA cyber security committee, and industry, especially for your collaboration with our incredible cyber mission assurance team led by Brigadier General Michelle Hayworth. We are grateful that our relationship in this regard has only grown stronger.

Only through secure, reliable, and agile command and control will we be able to apply our finite resources against joint requirements to maneuver at a pace and scale we've never seen before. The enduring advantages that we build today reinforce integrated deterrence, and reduce the possibility of conflict – but, to get there, we'll need you with us all the way.

For over 78 years, this association has supported the growth and expansion of our nation's transportation infrastructure and the logistics network that followed. In your history, and in ours, we have always risen to meet the nation's strategic challenges.

This has only been possible because we've recognized that the development of our people is inseparable from the growth of our organizations. Not fully understanding the impact of this most valuable resource has led to disaster for other governments, militaries, and companies.

In the complexities of the “decisive decade,” we must continue to empower a competitive and resilient warfighting team. You are the ones who will ensure we can compete now and in the future.

This enterprise has always met difficulty with innovation, determination, and professionalism to deliver success. Time after time, when our nation called, we delivered.

But what you've done and continue to do everyday matters. But don't take my word for it...those who have directly witnessed your impacts can explain it better than I ever could. *(video plays)*

Help is on the way. -- I'd like to leave you with one last thought from the founding commander of TRANSCOM.

As he reflected on the importance of this gathering of professionals and the capabilities we provide for our nation, he said, “It is up to us to come up with new ideas...ours is a nation dependent on transportation. We're realizing that fact more now than ever, and it's time for us to get on with it.”

Duane Cassidy's words resonate just as much today as they did 35 years ago. Our time is now, the stakes are high, and success is only possible if you're with us all the way...together we deliver!