



**Gen. Jacqueline Van Ovost  
Commander, U.S. Transportation Command  
Air Force Association's Air, Space, and Cyber Conference  
Media Roundtable Opener  
National Harbor, Md.  
September 11, 2023**



**AS PREPARED**

First, let me start off by recognizing the tragic events that unfolded on this solemn day 22 years ago and those lives lost. Our nation's character in those first moments has and always will reflect in the service and sacrifices of the great men and women of the Services and the Department of Defense. We will never forget.

So, as we sit here on this day, it's important to realize that there are still adversaries who wish to do us harm. And one reality we're certain of is Contested Logistics will be the norm in any future fight. Logistics enables the Joint Force, but can also constrain our operations – limiting tempo or our operational reach. Long lines of communication, and facing adversaries with regional advantages and limited parity, will require a new approach to how we fight.

With dispersed operations as the norm, and an ever-evolving adversary with complex and lethal capabilities ... standoff distances will impact the Joint Deployment and Distribution Enterprise's ability to project and sustain the Joint Force. This creates a growing demand on enablers (i.e., air and sea tankers) to find innovative ways to support longer-range operations and base outside of the kinetic threats.

Our pacing challenge, China, has invested heavily in securing their own logistics interests. From the largest maritime container fleet in the world, to software and infrastructure – they are working hard to reshape the world and they understand logistics is soft power with hard consequences across the DIME. For these reasons, we must set conditions to Project, Maneuver, and Sustain the Joint Force under persistent, all domain attack.

To compete effectively will require unity-of-effort across the Whole of Government, Industry, our Allies & Partners, and the entire Joint Force. And the key to conducting globally integrated mobility operations is the ability to dynamically synchronize our global mobility posture, capacity, and Command & Control and Integration into the Joint Force Commander's Scheme of Maneuver. What we see as our Warfighting Framework.

We are adapting this framework through multiple wargames, exercises, operations, and experimentation of concepts and technologies. So, I'd like to thank the amazing efforts of the men and women across my components this last year to get after such a wicked problem. In particular, Air Mobility Command, has made some substantial strides in assessing our ability to prevail in conflict with their recent Mobility Guardian exercise out in the Indo-Pacific.

Now, the team is still working through a formal assessment, and way ahead, but clearly the demand for Rapid Global Mobility capabilities will be unprecedented. It will be necessary to maneuver at a time and tempo that's relevant to the fight while dealing with global disruptions to our logistics network. With these exercises, we're getting a better understanding of our current gaps and seams that present risk to the Joint Force Commander.

The deployment and distribution platforms designed and built decades ago to operate in permissive or uncertain environments have not changed, but the demands have – a faster pace, larger scale, and more complexity are all new standards for operating.

These challenging standards will be coupled with adversary threats beginning right here at home all the way to the last tactical mile. Persistent Cyberspace threats present vulnerabilities before we leave the fort or the port. Malign influence will undermine our relationships that we depend on for access, basing, and overflight. And the need to Maneuver our forces quickly will be paramount – aggregating to fight and disaggregating to survive. So, this is the Operational Environment we are preparing to respond to ... an environment of contested logistics in any hemisphere of the globe, at any time.

So, USTRANSCOM remains committed to projecting credible combat power globally at a time and place of this Nation's choosing – to present dilemmas to our adversaries and multiple paths to our success.

Thank you all for your interest in our Command, and in how logistics is the pacing function for the pacing challenge. I'm looking forward to discussing this further with you and am open to your questions.