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A/TA - "Leverage our Legacy to Aggressively Forge our Future"

Good afternoon. It is such an honor to join you as we celebrate our rich air mobility legacy, engage in discussions to shape and challenge our future, and of course, celebrate the many great accomplishments of our mobility team and award winners.

Before we really get started, I thought I would set the record straight... We can discuss who is the strongest later, but regardless, I would say we make a pretty good team.

Not that we have that settled, I want to start by thanking _____ for the introduction and I would like to thank General McNabb for all he does to advocate for the mobility mission. General Minihan, congratulations once again. It is really a bummer you missed the energy this audience has brought to the convention. I am looking forward to leading this enterprise into the future together. Additionally, I know these conventions are a heavy lift, so thank you to A/TA, AMC, and our industry partners for this world class mobility forum.

Now, I am in the unenviable position of speaking after our Chief, the Chief Master Sergeant of the Air Force, and Chief BK. The one slot no one wants... On top of that, I know I am just about the last thing between you and your Friday evening, so I will try to keep the energy up!

Frankly, that's not too hard, because as I interacted with you all earlier, I was truly fired up! I feel like I have home field advantage! It is great to be surrounded by exceptional Airmen! You are our nation's greatest comparative advantage and source of strength.

You know, my predecessor GEN Lyons always stated he had the best job in the Joint Force, and now I know why. Only two weeks at TRANSCOM and I am already at my second major mobility forum...engaging with mobility experts like you.

So today, I am going to talk to you about TRANSCOM and our warfighting construct. And I know you heard Gen Brown's thoughts on strategic competition, now I would like to give you a peak into what that means to TRANSCOM and the larger mobility enterprise. And finally, I will share a bit about our operations over the last year.

USTRANSCOM exists as a warfighting combatant command to project and sustain combat power at a time and place of the nation's choosing. We are powered by dedicated men and women, we underwrite the lethality of the Joint Force, we advance American interests around the globe, and we provide our nation's leaders with strategic flexibility while creating multiple dilemmas for our adversaries.



We execute our mission through three component commands and one major subordinate command. The Army's Military Surface Deployment and Distribution Command, the Navy's Military Sealift Command, the Air Force's Air Mobility Command, and the Joint Enabling Capabilities Command. Additionally, we are inextricably linked to the commercial industry who is committed to contributing to the Defense Transportation System in competition and conflict.

But between us...AMC is TRANSCOM's superpower...You deliver the nation's immediate response capability.

Together, we execute our mission through a warfighting framework of three elements – Global Posture, Mobility Capacity, and Global Command and Control and integration. Since World War 2, we have enjoyed strategic dominance in each of these three elements, but times are changing. We now face direct challenges across all domains, threatening our ability to deliver an immediate force tonight, and a decisive force when needed.

First, favorable global posture is critical to our ability to project power, and it starts right here at home. The genesis of our logistics lines of communication is our national highways, rails, seaports, and airports providing the foundational platforms to project forces globally. The Joint Force's agility and resiliency is directly underpinned by our ability to set the globe through preparing locations and forces. For example, Air Mobility Operations Wings and Contingency Response Forces are critical to ensuring we can rapidly shift and establish our global expeditionary posture. Additionally, the logistics enterprise relies on nodal resiliency provided by our deep bench of Allies and Partners, expanding our access, basing, and overflight. Our credible force posture provides a strategic deterrence value.

The second element is sufficient transport capacity across the enterprise. Mobility force size and shape is largely determined by the Mobility Capability Requirements Studies. The most recent study highlighted how we will be challenged to provide sealift, air refueling, and intra-theater lift given the mounting demands of a near peer conflict. Given these insights, I remain committed to preserving the necessary capacity of our air mobility fleet to ensure that we can deliver an immediate force tonight to meet our national security objectives. But I remind you, it is more than simply having capacity – it is about ensuring the capacity we have evolves and remains credible and connected to the fight. This is how we will have the necessary agility and survivability to win.

I also don't want you to think of credible capacity in terms of just equipment. We need every person focused on strategic competition, innovating, and experimenting with more effective ways to deliver. Whether talking about the 2020 deployment of the 82nd Airborne or the recent initial force element deployment to Kabul...We had the tails, but it was our empowered total force airmen and civilians who made it happen when our nation needed you the most.

And as I watched the Aeromedical Evacuation award winners, I was reminded how NO other country in the world cares for our troops like the United States. No other country would move mountains to save the life of one, JUST ONE, wounded service member. And we do it without pause.



Finally, global Command and Control and integration is critical, with C2 as our strategic center of gravity. Resilient and agile command and control is one of my highest areas of interest and truthfully, my biggest concern. The ability of TRANSCOM's Global Operations Center and AMC's 618 Air Operations Center to attain decision advantage and apply scarce mobility resources to our Nation's highest priority missions requires mission assurance... which includes secure C2 and a secure, modern digital infrastructure.

Decision advantage, enabled by data driven analytics, process automation, artificial intelligence, and machine learning is critical to execution at the speed of need. Our adversaries have carefully studied our supply chain and transportation operations and they are actively working to disrupt and degrade logistics flows through the cyber domain. This is urgent work, and I am looking forward to working together to share benchmark processes to advance in this domain and reduce our collective cyber threat vectors.

If you think that our strategic comparative advantage is actually secure, and we can rest on our recent accomplishments...I'd suggest you need to think again. The complexity of future operations will be immense, and the demands on our warfighting framework will be exponential.

Our homeland is no longer a sanctuary. With over 85% of our force elements stationed in the United States, we should expect to "fight" to get to the "fight." Further, our adversaries are coercing other nations, pushing their authoritarian model beyond their borders and causing them to make economic, diplomatic and military decisions that erode international order and our shared democratic principles. These harmful actions can adversely affect our forward posture, reducing our freedom of maneuver.

To succeed, we must be prepared to overcome this complexity. The Joint Warfighting Concept and its subordinate concepts, along with analyses like the Future Deployment and Distribution Assessment, are critical to understanding the demands of tomorrow's fight, along with illuminating the need for change necessary to defeat a pacing threat.

As a critical part of the maneuver force:

- We have to be integrated with all warfighting functions.
- We must use data and predictive analytics to synchronize and enhance our decision making.
- We need to employ the concepts of Agile Combat Employment and Multi-Domain Operations; maneuver smaller force package sizes, operate from more expeditionary locations, rapidly aggregate and dis-aggregate, and span greater distances.
- The Defense Industrial Base and the Military must be interoperable and unified... in effort and purpose.
- For true integrated deterrence, all 11 Combatant Commands and every Government Branch must be integrated.
- And as Secretary Austin has stated, "we will be hand and hand with our allies and partners."

All indicators point to increased logistics loads...and our warfighting framework needs to be agile enough to shift modes, nodes, and routes to meet warfighter requirements while creating decision space and options at all levels. I think we are headed in the right direction, but there is much work to be done. We need to accelerate our efforts to ensure we can surge the entire enterprise at any moment, to anywhere. Like you did multiple times this past year...



And this year was certainly nothing short of historic! Together, we demonstrated the full power of the Joint Deployment and Distribution Enterprise. Take a look.

Video Plays

Wow, what an amazing roll up of this past year. You delivered the immediate force tonight and demonstrated how we can deliver a decisive force when needed. Together, we delivered for our nation. Let me take the next few minutes and talk specifically about TRANSCOM's daily operations.

Every day TRANSCOM, through AMC, SDDC, MSC, and our partners are carrying out missions around the globe. And I want you to know that you are part of a larger Joint, worldwide team of air, land, and sea logistics professionals. And you generate some pretty incredible statistics. But, as I have alluded, for a conflict in a contested environment, I predict these numbers will be 3 to 4 times larger. The challenge will be integrating and command and controlling our forces at scale.

To be ready, we are evaluating and evolving every aspect of our logistics enterprise to address our pacing threat. I need you to be thinking how you can scale your part. What are you doing right now to prepare? AMC has done great work to start closing gaps in connecting the force, aeromedical evacuation, air refueling, and agile combat employment. You have assessed, experimented, and brought new capabilities to enhance the enterprise. I am impressed by your efforts so far and I know it will-be-your ideas and innovative approaches that will make us more agile and resilient while projecting, sustaining, and maneuvering the joint force. Don't let up...I need you to continue to tackle the tough problems.

Tough problems like the ones you recently faced during the historic efforts of Operation Allies Refuge. I would like to take the next few minutes and highlight your legacy.

Many of you were a part of this operation, and as Gen Minihan alluded to yesterday, you will be telling this story to your children and grandchildren for years. Your efforts are forever etched in history. These efforts not only illustrate the resolve of the logistics enterprise, they highlight the compassion of our military and partners around the world.

Earlier this summer, under what seemed to be an impossible timeline, TRANSCOM executed the largest drawdown of its kind in Afghanistan. Fast forward to August, no one could have predicted the Afghanistan government would fall in 11 days...And that we would conduct the largest NEO airlift in American history. But, when our President called, -- We Delivered.

Video Plays

No other military in the world could have pulled that off. Every time I see that video, I swell with pride to be an American and part of this awesome TRANSCOM team. I am sure you recognized some of the photos in the video. These iconic images, and the ones over my shoulder, represent the enormous impact of the operation.



And talk about legacy. Our very own Airman 1st Class Nicolas Baron's OCP blouse will be forever displayed at the Air Force Museum for all to see. What an inspirational story. When I see those images, I see humanity, I see American values on display, I see compassion.

The Afghanistan NEO was really a capstone event for our enterprise. In much the same way as our counterparts during the Berlin Airlift, our entire warfighting framework was put to the test. From our global posture, to our mobility capacity, to our Global C2 and integration. This Air Mobility Command together with our commercial partners crushed it!

- Whether you are talking about our Contingency Response personnel who operated Kabul international airport,
- our enablers who provided our enroute support,
- our aeromedical evacuation teams flying our wounded, delivering babies, and caring for the sick,
- our aerial refueling crews extending our reach,
- our Global Operations Center and Air Operations Center providing command and control,
- our C-17 crews and maintainers,
- or our Civil Reserve Air Fleet.
- This incredibly dedicated team of mobility professionals are the best in the world.

This operational team was integrated at every level: 4 Department level agencies – Defense, State, Homeland Security, and Health and Human Service; and 4 Combatant Commands – CENTCOM, EUCOM, NORTHCOM, and TRANSCOM.

I mention all of these to highlight the scale and complexity of this operation. But wait, there's more... Our teamwork also spanned through our vast constellation of allies and partners and our extensive global posture.

- We had more than 30 countries provide airlift out of Kabul (*cobble*).
- 9 countries welcomed Afghan refugees at intermediate staging bases. And countless others donated support.
 - Our State Department worked diligently with international partners and Combatant Commands to acquire the international support agreements necessary to enable this operation.
- This is merely a glimpse of the integration I foresee in an all-domain contested conflict against our pacing threat.

And of course, our industry partners were instrumental to increasing our capacity leading to the success of this operation.

Stage 1 of CRAF brought 18 aircraft from multiple carriers. What you might not have known is many of those carriers volunteered their support prior to the 22nd of August when Secretary Austin ordered the activation. All of our commercial partners embodied the American spirit during the operation.



I have even heard of commercial crews staged at Ramstein going out and buying toys, coloring books, candy, diapers, and other supplies to give to the Afghan families and children. And, I am sure there are countless other similar stories because this is the core of what it means to be an American. These are our values on display. To all of those who went out of their way to extend a hand of compassion, I offer a very special thank you.

Let me close by saying I could not be prouder of the men and women of the Transportation Command and the greater logistics enterprise. The legacy of our mobility professionals lives on in each and every one of you. As you heard in the video, President Biden stated, “The only country in the world capable of projecting this much power, on the far side of the world, with this degree of precision, is the United States of America.” But I know this is a normal day for you...Every day, you are out there crushing it. Every day, you are delivering!

Together, we have the framework, the talent, the relationships, and the values necessary to succeed in great power conflict today. But, we cannot letup when it comes to tomorrow. Because, there is no second place when it comes to our national defense.

Together, We Deliver.