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AS DELIVERED

Good morning. It is such an honor to join you this week and I am glad this event could take place in person. Before we get started, I would like to take a moment to offer the Powell family my sincerest condolences. I know General Powell's legacy lives on, as he was an inspiration and leader to so many. Thank you. I would like to say thank you to John Dietrich, Admiral Andy Brown, and the combined NDTA and TRANSCOM team for orchestrating this world class logistics forum. Thank you to everyone involved.

"Resilient and Reliable Logistics...Agile and Adaptable" is not a bumper sticker. Together, we must build upon our reputation for being Resilient and Reliable when looking critically at our ability to be Agile and Adaptable in the future. I look forward to engaging our industry partners throughout this Fall Meeting and in the months ahead on this critical self-examination. And I welcome your perspectives and insights in this area.

General Lyons always stated he had the best job in the Joint Force, and now I know why. You all have given me a wonderful welcome and being able to interact and build relationships with you so quickly is very helpful. I am looking forward to our continued partnership as we address the present and future of defense logistics and transportation.



I have heard the men and women of TRANSCOM referred to as “miracle workers,” and they are certainly our greatest comparative advantage. Even more so when led by some of the best talent in the business.

It is our great fortune to continue that string of exceptional leaders across the command, so please allow me to introduce the new faces of our leadership team.

This past Friday, we had the honor of participating in General Lyons’ retirement and change of command ceremonies. He is a distinguished leader, and I cannot thank him enough for what he has done in securing the nation and leading TRANSCOM for the past three years. It is my great honor to follow in his footsteps.

As positions changed and I transitioned from Air Mobility Command to TRANSCOM, General CQ Brown was gracious enough to send us an exceptional leader to take the reins.

General Mike Minihan, a strategic thinker with deep mobility expertise, is joining us after completing an assignment as the deputy commander for the Indo-Pacific Command where he was focused on our pacing challenge.

He is beyond qualified and will enable AMC to meet the challenges of today while also preparing for the dynamic security environment of tomorrow. Welcome to the team “Mini.”

Also in the past year, TRANSCOM has had some other notable leadership changes. We have a new Chief of Staff – Major General Vincent Barker, a new Joint Enabling Capabilities Command Commander – Rear Admiral Paul Spedero, a new Joint Transportation



Reserve Unit Commander Brigadier General Cheryn Fasano, and a new Senior Enlisted Leader – Fleet Master Chief Donald Myrick. This is an outstanding team of professionals, and I am looking forward to our leadership journey!

I am sure you all are wondering – with so many personnel changes where is TRANSCOM headed? Well let me tell you. New leadership brings a fresh perspective to the logistics enterprise, but TRANSCOM's mission is enduring and my number one priority remains the same – our warfighting readiness. We do this through a warfighting framework of three elements – Global Posture, Mobility Capacity, and Global Command and Control and Integration. Since World War II, we have enjoyed strategic dominance in each of the three areas and we have presented our Nation's leaders with options, 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.

Favorable global posture is critical to our ability to project power, and it starts here at home. The genesis of our logistics lines of communication is our national highways, rails, and seaports, providing the foundational platforms to project forces globally. I cannot overemphasize the critical role our trucking industry, rail industry, ports, and port authorities play in moving our combat power and sustainment from CONUS, in competition and crisis.

The agility and resiliency of the future Joint Force will be directly underpinned by our ability to set the globe by preparing locations and forces to improve deterrence and reduce operational risk. So, what does this mean to you? The future logistics enterprise will therefore require novel ways to prepare, package, and preposition materiel, as



well as employ mobile maintenance and support facilities to be able to operate afloat and ashore.

But, the full weight of the logistics enterprise also relies on nodal resiliency provided by our deep bench of Allies and Partners, expanding access, basing, and overflight. We must have the agility to shift modes, nodes, and routes to match the evolving strategic environment. We must progress to smaller force packages, operating from more austere places, and spanning greater distances.

Another key element is sufficient transport capacity across the enterprise. In times of war, ninety percent of our personnel are transported by commercially contracted aircraft, and ninety percent of our military cargo is transported by sealift vessels. Which is why I am quite concerned when I see that 34 of our 50 roll-on roll-off vessels are set to retire by 2031. Our ability to deliver a decisive force absolutely relies on this capability, so I will be laser-focused on emphasizing a responsible “buy used” strategy with the U.S. Navy. I also remain committed to preserving necessary air mobility capabilities and capacity to ensure that we can deliver an immediate force tonight to meet our national security objectives.

Finally, global Command and Control and integration is our strategic center of gravity. Resilient and agile C2 is one of my highest areas of interest and frankly, concern. The ability to apply scarce mobility resources to our Nation’s highest priority missions requires cyber mission assurance...secure C2 underpinned by a modern digital infrastructure.

And it requires decision advantage...where data driven analytics, process automation, artificial intelligence, and machine learning is critical to enabling execution at the speed of need. Our ever-growing



number of cyber adversaries will be a challenge to all of us. They have carefully studied our supply chain and transportation operations, and are actively working to disrupt and degrade logistics flows.

Countering these threats is about risk management. We will never be able to buy cyber risk to zero, but I cannot stress enough the need for cooperation and mitigation efforts such as multi-factor authentication, network defense detection, data encryption, and incident management plans, to name a few. 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.

As we conclude our involvement in Afghanistan, and shift our focus to strategic competition, TRANSCOM must maintain our strategic comparative advantage. And that is: our ability to project military power, trans-oceanic distances, at a time and place of our choosing.

With over eighty-five of our force elements stationed in the United States we know we may have to “fight” to get to the “fight.” This is driving us to apply C2 capabilities in new and innovative ways and integrate logistics planning with all warfighting functions, beginning right here at the homeland.

A huge comparative advantage our Nation has is our constellation of allies and partners. But our adversaries are coercing other nations, pushing their authoritarian model beyond their borders, and forcing others to make diplomatic, economic, and military decisions which are not favorable to a stable and open international order, and can adversely affect our access.



And of course we are inextricably linked to our commercial partners. You are the foundation of our strength during crisis and conflict, and we need you to be ready.

Similar to Secretary Kendall's thought experiment on the Battle in the Atlantic, Defender Europe 2020 demonstrated a combined naval escort operation of a Carrier Strike Group providing simulated armed naval convoy of a TRANSCOM roll-on roll-off vessel and 2 charter commercial vessels transporting materiel across the Atlantic. This exercise highlighted the requisite agility and interoperability of commercial and military assets operating in a future, all-domain, contested environment.

We also need you thinking and planning differently. What are the vulnerabilities that could affect logistics flows? How resilient is your network to a pervasive and persistent threat?

When discussing the Afghanistan evacuation, 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."

I want you to know that without your partnerships, we simply cannot project power on a global scale, and thus achieve our national security interests. This is an accolade...but it also is a responsibility that we share should our nation be challenged again.

Together with you, this past year was nothing short of historic! You took part in significant operations and exercises, demonstrating the full power of the Joint Deployment and Distribution Enterprise.

I would like to take a couple of minutes to highlight some of the incredible work you have done for our nation.



[video plays]

Wow. Together we deliver for our Nation. Thank you for an extraordinary year.

And throughout, you have been innovating, experimenting, assessing, and bringing on new capabilities to enhance the enterprise. Let me take the next few minutes and talk specifically about a portion of the TRANSCOM portfolio. This slide gives you a sense of the wide range of activities and capabilities necessary for an effective JDDE. I would love to talk about all of them, but in the interest of time, I have highlighted a few areas I think are worthy of your attention.

First, CRAF – our connection to commercial carriers dates back to the 1950s. Many of our operational plans are large and are designed to transport a force the size of St. Louis...we certainly cannot accomplish this herculean effort with our organic fleet alone.

Thank you for your commitment to daily commercial augmentation and the Civil Reserve Air Fleet Program. Our most recent activation was only the third time in our Nation's history, and it clearly illustrated the criticality of close coordination between industry and military leaders. Rest assured, we remain strong advocates for our commercial partners and are committed to the viability and future health of the CRAF Program.

Accordingly, I believe the health of the CRAF program is firmly nested in future innovations focused on reliability, efficient operational practices, and cyber-resilient command and control systems.



Second, analytics – Our amazing Joint Distribution Process Analysis Center team, led by our very own Mr. Bruce Busler, recently released their findings from our Mobility Capability Requirements Study-20 and Fuel Tanker Vessel Study.

One notable finding was the Fuel Tanker Vessel Study clearly demonstrates the need for a Tanker Security Program as a strategy to increase U.S. flagged tanker capacity, reduce the risk of reliance on foreign flag tankers, and ensure the DoD has sufficient tanker capabilities to meet our National Security objectives. Going forward, we are working with the Department and Services to advocate for the necessary capabilities to ensure the JDDE remains capable into the future.

Next, on household goods, our Defense Personal Property Program team is busy and rightfully so. Our people are our most critical asset, and our families are our North Star, providing the primary reason we seek this change. They deserve the best relocation experience possible.

In the coming weeks, we expect to award a Global Household Goods contract which raises the standard of quality service, transparency, and accountabilities that our families deserve, and Congress had demanded.

A single move manager will incentivize investment in capacity and strategic relationships with trusted suppliers to meet peak demand and deliver modern digital management tools. This will enable responsive and transparent communications with our service members and their families.

This is a significant quality of life contract which will remain one of my command's focus items as we move forward.

And as we move forward, I am reminded of what TRANSCOM does on any given day due to our AMC, SDDC, and MSC teams with the assistance of our partners. Every day they are carrying out missions to



project the Joint Force around the globe and these missions lead to some incredible stats. You see some impressive numbers on the slide, but let me remind you this level of activity occurs every single day.

These numbers do not even include our participation in Exercises, Turbo Activations, or the recent Afghanistan NEO. These exercises and operations prove our ability to surge the entire enterprise at any moment, to anywhere.

Both Defender Europe and Defender Pacific are great examples of readiness-building exercises and deterrence initiatives which required industry's assistance to maneuver the force. Even while contending with a global pandemic, these exercises tested our ability to transport cargo and people under a simulated, contested environment. Although scaled back due to COVID, this year's Defender Europe utilized four roll-on roll-off vessels.

Additionally, our Surface Deployment and Distribution Command exercised the first Joint Logistics Over the Shore or JLOTS exercise that was in in Europe since World War II. We also demonstrated the capability to pump fuel, for the first time, from a fuel tanker vessel using our Wet Logistics Over the Shore or WETLOTS operation.

Defender Pacific, utilized four roll-on, roll-off vessels and tested TRANSCOM's ability to pivot to another area of responsibility while addressing many different problem-sets to include access, basing, and overflight constraints. This exercise demonstrated a Joint Forcible Entry Operation while imposing multiple cognitive dilemmas throughout the Pacific. Again, a very realistic scenario our enterprise might face in a conflict with our pacing threat. These exercises promote interoperability, resiliency, and provide credible deterrence around the



world. Once again I am grateful and aware of your critical contributions to meet our National Security objectives. Thank you.

Now while these exercises are just a snapshot of countless efforts, they are instrumental to preparing the Joint Deployment and Distribution Enterprise. As I leave you thinking about future logistics operations requirements, I would like to take a few minutes and highlight the historic efforts of the most recent Non-combatant Evacuation Operation.

These efforts not only illustrate the resolve of the logistics enterprise, they highlight the compassion of the military and our partners around the world. Earlier this summer, under what seemed to be impossible timelines, 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 humanitarian NEO airlift in American history. But when our President called -- we delivered.

[video plays]

No other military in the world. No other transportation enterprise in the world. You. You did that. 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, some iconic images representing the enormous impact of the operation. 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 this enterprise. Our entire warfighting framework was put to the test. Global posture,



mobility capacity, Global C2. Our Air Mobility Command and commercial partners crushed it, if I do say so myself.

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 out our wounded, 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. Four Department level agencies – Department of Defense, State, Homeland Security, and Health and Human Services, and four Combatant Commands – CENTCOM, EUCOM, NORTHCOM, and TRANSCOM.

I mention all of these to highlight the scale and magnitude of this operation. Our teamwork also spanned through our vast constellation of allies and partners and our extensive global posture. We had more than 30 countries providing airlift out of Kabul. Nine 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 the operation. Now this is merely a glimpse of the integration I foresee in an all-domain contested conflict with a pacing threat.



And of course, industry was instrumental to increasing our capacity leading to the success of this operation. Stage 1 of CRAF brought 18 aircraft from multiple carriers. And 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 of CRAF Stage 1.

All of our commercial partners embodied the American spirit during the operation and are still going strong as operations recommenced.

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 similar stories because this is the core of what it means to be an American. 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 how proud I am of the men and women of the Transportation Command and the greater Joint Deployment and Distribution Enterprise. Over the years I have observed and been a part of the amazing capabilities you have enabled and I am excited for the opportunity to interact and build upon the connections and bonds which so many of the leaders before me have established.

“Resilient and Reliable...Agile and Adaptable” must be more than a bumper sticker. The future all-domain contested environment requires our logistics enterprise to be resilient and reliable. Our warfighting framework must be agile and adaptable in order to deter potential adversaries, and if necessary, win decisively.

We have the framework, talent, relationships, and values necessary to succeed in great power conflict today. But, we cannot rest when it



comes to tomorrow because there is no second place when it comes to our national defense. Together, We Deliver. Thank you.