

# Part 2 of USTRANSCOM NDTA Speech

**(Caveat: Transcripts provided by “Otter” translation software.)**

Wed, 10/7 10:02AM • 23:23

## SUMMARY KEYWORDS

industry, department, highlight, partners, crisis, joint, movement, force, year, area, proud, move, support, evolving, mobility, exercise, test, continue, enterprise, passengers

00:04

If

00:08

you happen to see my Command Action Group and Aly puts together a real power back, I really appreciate all the work that they do.

00:19

But I'd also say that every time I watch a video like that,

00:25

you can understand fine my heart of hearts; I believe that I have the best job in the Joint Force. And I absolutely love coming to work every single day, when I think about what happens across the globe, every single day of plane lands, and every three minutes just absolutely incredible of what's underway. So I'll just highlight a few things that you picked up in the video. And I want to start with Defender Europe, because that's how we started the year. And what a great workout, it began. And it was for, TRANSCOM with a joint deployment and distribution enterprise,

01:03

a major exercise 20,000 troops originating from 52 different locations in the States, 24 different states using four different conus ports, moving overseas, a lot of vessels, multiple countless aircraft, 1.4 million square feet, and then ultimately ending up in 26 different destinations in eight different countries in the European command. Now I mentioned that because that's an incredibly powerful workout for us. But it also demonstrates our ability to move the Serbs to decisive force when we need to do so. And very, very successfully. But that exercise I might add only represented 25% of global activity, global mobility activity that was undergoing at that same time, so you get a sense for the scale of what's going on out there. And this great mobility enterprise.

02:07

next slide here gives you a sense, just for a couple things I wanted to highlight what is the just the incredible power that comes with a decisive force. That's not the formation that you want to see being assembled in a port, and a staging area that's directed to your attention. That is not what you want to see.

02:28

But I also want to highlight the great work on the right and the top that you see by military sealift command our maritime component. And really, they took the initiative to leverage defender Europe to collaborate and coordinate with second fleet was sixth fleet to synchronize and coordinate the crossing of sealift ships across the Atlantic. Now this is the first time that we've undertaken this kind of initiative, this kind of exercise in many, many years. Just great work by RADM Wettlaufer. And the team at MSC as he continues to emerge and grow and evolve that organization into what is clearly a excellent warfighting component command for this command.

03:20

Next, you heard a little bit about the rapid response

03:24

to CENTCOM as a result of Iranian aggression. And I would just highlight when you think about the 82nd Airborne Division in this case, and you see those paratroopers deploy 800, our troopers out the door, that in our sequence, and having served there myself, demonstrated and validated 18 hours wheels up with a giant Task Force, and less than five and a half days of Brigade Combat Team in the region to support center, I can tell you that that movement, that speed that was demonstrated, and the ability to immediately respond to a quick crisis contingency, got the attention not only of leadership in the Pentagon, but also in the White House. And there's only one nation in the world that can scale at the level that the United States of America can scale. So I think we can be very proud of those accomplishments.

04:23

Now, obviously, this year was different than any other year by an order of magnitude. And I know that's an understatement. As COVID-19 hit, and all of us, all of us collectively as a nation, as well as inside the department and tried to figure out what was happening. The unknown of unknown. We knew there was a virus, we knew it was emerging the pandemic proportion, and we knew it was lethal. But we didn't have a test per se. We didn't exactly know how it was transmitted. And immediately everybody in the nation went to work to figure out what it was

05:00

To do to resolve this issue, and many as much of that work is still underway. But for TRANSCOM, and for much of this industry, there was no opportunity to stop movement completely USTC the joint deployment, distribution, exercise and enterprise, much ended, continue to operate despite this contested environment called code. Now, we scaled things back and exercises got canceled, and we truncated the vendor Europe exercise, and I highlighted a couple of shifts we bought back without offloading. We did all those kinds of things. But at the end of the day, we never had the luxury to stop flying planes, sailing ships, or moving the Joint Force. And what we needed to do, though we knew is we couldn't do that recklessly, we needed to appropriately mitigate those mission outcomes, where the appropriate force protection.

05:57

And here you can see some of some of what the department and of course the nation had to contend with, as we implemented multiple evolving echelons of health force protection measures, social distance masking, of all the testing, all the kinds of things that you're well familiar with. And in addition, we needed to figure out very, very rapidly how we were going to move highly infectious patients. Because at the time that the cut Corona break occurred, the department did not have 100, infectious patient movement capability. And credit great credit goes to the Air Mobility Command and the broader United States Air Force in the test community. The first thing they did was they dusted off the transportation isolation system from the Ebola outbreak. And that was the bridging strategy. But the Department of the Air Force was able to fill a joint urgent need requirement. In less than 90 days from the time I signed the requirement processor to the Joint Staff and the department to deliver a negative pressure context that can effectively move COVID positive patients across the globe. And I am very proud of the team to be able to do this, I'm proud to tell you that today, we have moved nearly 300 COVID positive patients across the globe successfully and safely. And so I'm very, very grateful for that effort. In addition, we needed to figure out that when we were moving troops and passengers, that we had a way to do it that was saved. And so we iterated our means of how we triage passengers loading on passenger planes, for example.

07:51

through several questionnaires we didn't have best, we're merging the test at the moment. But we also

07:58

dove deep into particulate testing. So aerosol testing in the picture on the upper right, if you say whatever you born on that jet, was an initiative initiated by France calm and supported by the Air Force in the test community to determine whether it's safe to fly on commercial airliner. And I have to tell you the results as were the results when we looked at this for the compensation movement

08:26

challenge are very, very encouraging on commercial aircraft with heavy filtration, with a very, very high air exchange rate of every two to five minutes or two to three minutes for their change, right. In fact, I would tell you that in my observations, and I flown commercially since I've had done because started being on an airplane and a commercial airplane, whatever filtration is probably one of the safest places that you can be. And those test reports will be out very, very soon.

09:02

In addition to continuing mission and protecting the portfolio,

09:07

you might imagine the department was called upon to support the whole of government effort. And here you can see some of those highlights. It began by as many of you are our support to the State Department or American citizen repatriation, the movement of test kits and swabs from overseas rapidly into the continental United States, providing ventilators to partners overseas, and so forth and so on the trip movements to hospital movements to places like New York and on the west coast, and all that was involved in that and even to this day, we stand ready

09:49

to support operation to warp speed. And my good friend, gentlemen.

09:56

Now throughout all of this, we were very attentive.

10:00

To the impacts of industry. And here, you can see the most dramatic impacts of any mode of industry, which was on the past.

10:10

Just absolutely devastating. Now, and it's not clear how we're going to get to the end of this with a number of planes that are so far with the amount of depth and security in the airline industry on the passenger, airline industry specifically. And we're watching and working very, very closely with industry. I do want to highlight that, in this crisis. One of the things that in the unknown of unknowns, it became very, very clear, if we had to ramp up significantly our level of collaboration and coordination with our industry partners, to make sure we understood what they were seeing and what they were enduring. They're made to ensure that we understood their viability, to support the department in crisis, to ensure that we understood how we can assist them to make sure that they maintain their viability. And that really resulted in a weekly really drumbeat very, very early on in the crisis that still continues to this day, and each of the vote sectors. And I have to give great credit to Emerald D newborn, who personally evolved himself in collaboration with industry, and sharing these variants, these meetings to include other agencies like the red carpet, ministrations, etc. And so, again, it just underscores for me how important NDTA and this level of collaboration is with industry. And in crisis, and crisis, when crisis strikes, that's not the time to be building a relationship. You can't surge trust in Christ. And so it just underscores how important it is to maintain this level of cooperation, and transparency. And we continue to work through this challenge. With all industries, some are seeing a mob return, it's going to take years though, in some sectors to recover fully from what we're seeing. today.

12:05

I want to transition to just a couple of points to provide some updates. So where I left you last year, and what you might have heard, and, and some of my posture here. And I'm really proud of the team that really was able to take something very, very complex issue for the department advanced them to a point where we're seeing significant progress and problems arising. So many of you recall, last October, when we had this forum, we were just on the heels of a major massive turbo activation of our entity.

12:40

And that activation did not turn out well. But it was not also a surprise to us, because we knew we had to raise concerns. As you can see from that graph, we had been watching for some time, the schedules, and the useful life for some of these shifts this big debt capacity gap. And, again, I just have to highlight where we're at today is not worried more a year ago, and a lot of gratitude goes to Secretary Esper himself and took a personal interest in this issue, the OSD staff, the Navy, and MARAD, as well as other partners that got together. And really and took this issue. And we particularly

the secretary put in an issue mounting. And they were able to develop a clear course of action and consensus going ahead, where the US by strategy and focused over the next six years, and I won't get into the numbers, because these are still in draft and will hopefully hit the President's budget here soon, but we anticipate very, very positive outcomes with the investment department is wanting to make over the next five years in the five year defense plan on the on the on the acquisitions of us vessels of the open market, there's still a bit of work we need to do.

14:02

with Congress on the hill, we've got time to do that. And we are working on that as well. So we're headed in the right direction. We're very pleased with Orlando.

14:13

Next, you may recall, last year in my posture, hearing, the number one issue that I highlighted to Congress and to the department and the issue nonprofit, was really the implications for the delay of the KC 46 weapon system produced by

14:32

and we were in a perfectly predictable train wreck, to be honest with you, because we had counted on the fielding of the KC 46. And we have bagged on the divestitures of the legacy fleet to bring on the new weapon system. But you can appreciate what the delays

14:49

that that was not going to occur. And so we've gotten some positive momentum and what you see on the chart on the far left, and the active duty side

15:00

The house, which is where the divestitures of legacy aircraft were going to come first, we've been able to whittle that down to a much smaller number, we will still, of course, retire legacy aircraft because it's the right thing to do. But we also know that in the active component, this force element specifically, is the most stressed in the mobility enterprise. And it is the most relevant to any crisis or surge covering all in the mission set. So we're making significant headway and progress in this area to the later retirement. But more importantly, what I was really pleased to say, is the Air Force's work with Boeing, on an agreement to go forward with material solution, produce a remote visual system to know that we anticipate being available in 2020.

15:55

I also I like some progress in the area of cyber resiliency, as well as digital modernization, I won't go into great detail here only to say, I know a number of our teammates out there working in these areas. And we have invested heavily in these areas. And I'm really pleased with where the team is headed. And we're looking forward to getting Joe Bloggs show you out here again, in the near future.

16:20

As many of you are tracking, there are ongoing studies, I highlight these studies, because these are consequential.

16:27

Many of you do know that we have an analysis center that does

16:32

analysis for the department regarding mobility capacity, should be studied and the outcomes associated, many of which go to Congress, through the Department have significant shaping impact on the future departmental investments in the global mobility and abroad. And frankly,

16:54

so work underway.

16:58

And I had a great session yesterday with the industry executives from the defense personal profit sector,

17:07

I'm pleased to report significant momentum and progress here. You know, we've worked a lot of effort, organizational effort into this into making the PCs experience for families a positive experience, and ensure that they get quality and sufficient capacity to move their personal property.

17:32

And I want to shout out to industry in this particular sector, and offer them a great deal of things. Because you can only imagine we stopped move off, stop, move on, stop, move off, don't move on stop in the wall, who has a great deal, a great deal of turbulence in this particular industry sector. And I can tell you all away from the secretary on down, expressed direct interest in how we would execute this and do it safely. And our industries are partners with us every step of the way. And so we have made some marginal improvements here, we're on the cusp, I believe, of making some institutional changes, that will really make some fundamental changes, and accountability, responsibility and quality capacity, long term for the department with like more work requirements.

18:26

And then last, I want to leave you with just a bit of a provocative thought

18:31

earlier this year, we've entered a cooperative research and development agreement with SpaceX. We're also working very, very closely with the Air Force's research lab, Dr. Spanjers and you'll hear from him later, as a matter of fact, battle focused on space with many other experts. And I really encourage you to ask him some great questions. You ask the question, well, what are we going to do with space? Now think about this for a second. I had no sense for how fast and SpaceX is moving, but I've received their update since then I can tell you they are moving very, very rapidly in this area. Think about moving, the equivalent of a C 17. moving anywhere on this globe, anywhere on this globe in less than one hour. Think about the speed associated with that small force element or other capability. So thinking about movement of transportation of cargo and people and the speed associated with that. And

then think about the ability to bypass what traditionally today becomes a real area of friction, which is traditional access, basing and the diplomatic alignment that's required to move very rapidly across the globe. A lot of potential here and I'm really excited about the team that's working with SpaceX on an opportunity even perhaps, as early as 21 to conduct a

20:00

proof of principle,

20:02

we're still evolving.

20:07

So I'll leave you here, only to say, just a couple things. And I know I've heard it in spades from my meetings, is a great deal of appreciation, my personal appreciation for that guy in the upper right corner, that will give you more, who has kind of this command space with general where the total team, whether industry partner, it has been a challenging year. But this crisis has brought us closer together, and forge I believe, even a closer bond of competence and trust, and collaboration. The second point I'd leave you with is, some of you, I told you this, I mentioned this earlier in the week. People ask me, very, very senior people in the department asked me when we go through various updates, in general, you know, what do you think? How do you know that you can rely on your industry partners, I noticed dependencies that you pointed out earlier in your brief.

21:09

And I have to tell you, that I have high,

21:13

very high

21:15

in our building, as a team, as a team of teams, to be able to project this joint force and sustain this joint force on a global scale, and do it knowing that we are extremely like industry partners, we have that level of commitment, we have that level of collaboration. And we have that level of professionalism. The last thing And the final thing I'll leave you with, we'll go to q&a. I could not be more friends, I could not be more proud of the airman, the soldiers, sailors and Marines, Coast Guardsmen, the civilian, and our industry partners that make up his power projection enterprise. I am just a proud teammate that stands amongst you. But it is incredible to watch this machine every single day of what you're capable of. And from the other combatant commanders from the chairman and the Secretary of Defense. Let me pass on their personal gratitude for all that you do every day. And with that, gentlemen, I'm happy to take any questions.

22:29

We've probably got a little bit less than 15 minutes to go here. But thank you for your inspiring comments there, sir.

22:39

General Lyons all kick it off. Yesterday's one of yesterday's panels talked about what it takes in terms of behavioral change, to get the force and the people to actually embrace technologies that come around the corner. And so the audience would like to know what we as both God and industry need to do to spark that behavioral change so that we don't get wedded to the past.

23:07

Yeah, Ron, it's a great question. And I did hear some of that panel. You know, and I heard

23:14

talking about this yesterday is the mother of invention

23:18

is what I would describe. I don't have any concerns, to be honest.