

Statement of

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Before the House Armed Services Committee

Subcommittees on Seapower and Projection Forces and Readiness

23 July 2024

Chairman Kelly, Chairman Waltz, Ranking Member Courtney, Ranking Member Garamendi, distinguished members of the committees, good morning. It is my honor to represent the men and women of United States Transportation Command as we defend the Nation, take care of our people, and succeed through teamwork. I am extremely proud of our team of logistics professionals who lead the Joint Deployment and Distribution Enterprise, continually exceed expectations, and ensure hope, deterrence, and victory are assured as we contribute to our nation's defense.

I am honored to join General Minihan, Commander of the Air Mobility Command, and Lieutenant General Tabor, Deputy Chief of Staff, Plans and Programs. AMC's mobility aircraft fleet is a unique U.S. capability, necessary to implement TRANSCOM's National Defense Strategy requirement to rapidly execute and sustain power projection globally. The distances required to face our pacing challenge in the Pacific warrant velocity at scale and our mobility aircraft fleet provides that advantage. However, while spanning these great distances, our ability to maintain connectivity with our air mobility assets is threatened during a near peer conflict. Connectivity is foundational to the air mobility enterprise's ability to project, maneuver, and sustain the Joint Force. Without it, our air mobility fleets will continue to lack the battlespace awareness necessary to survive in the increasingly complex and contested operational environment. Connectivity

is vital to the credibility of our air mobility capacity, and our ability to meet joint force demands at the time and place of our choosing. After decades of operations in permissive environments, our air mobility fleets lack the ability to use current and future Air Force and Joint Battle Networks, leaving them blind to friend and foe alike. Our asymmetric advantage to globally project and sustain power on demand depends on air mobility to demonstrate our readiness and national will - in crisis or conflict – at relevant velocity and mass. Successful prosecution of this mission is a strategic imperative: it relies on the survivability of our air mobility enterprise, for which battlespace awareness is a pre-requisite, and unachievable without connectivity. This is an issue of utmost consequence; I fully support Air Mobility Command's efforts to rapidly connect its fleets.

Modernizing the mobility enterprise to deliver, maneuver, and sustain the Joint Force against a peer adversary at relevant velocity and location means prioritizing connectivity, which directly enhances battlespace awareness and thus survivability. I appreciate Lieutenant General Tabor and the Air Force A8 team for addressing these gaps. The fiscal year 2025 budget request made strides in closing gaps in our mobility areas as we prepare for global operations in a contested environment. A contested environment is the reality of today. Whether in the homeland or abroad, we cannot presume freedom of maneuver to execute operations with full access to our lines of communication. A connected, aware,

and survivable mobility fleet and network is needed to maintain our advantage against a capable and determined near-peer adversary.

Thank you once again for your leadership and for the support you provide our workforce. I look forward to your questions.