Statement of

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Introduction: The Global Mobility Provider

United States Transportation Command projects, maneuvers, and sustains the world's most capable military. We underpin the lethality of the Joint Force, provide strategic flexibility to national leaders, and serve as a cornerstone of national defense. In peace, crisis, and war, we deliver the right forces and materiel to the right place at the right time, making our military the only truly global power.

With over 85% of U.S. combat power residing in the continental United States, our ability to project that force, rapidly, at scale, is what transforms latent military strength into credible deterrence. For our adversaries, it creates an inescapable truth—acts of aggression will be met with the full weight of the Joint Force, delivered at the time and place of our choosing. For those who wish to fight alongside us, this capability represents the assurance that U.S. power will arrive when needed. Transportation capability gives the Joint Force the operational flexibility and agility required to launch decisive operations anywhere in the world to deter and, if called upon, prevail against the most dangerous threats to American interests.

Congressional support consistently produces measurable results. We are good stewards of the resources Congress provides, and we deliver. Over the past 4 years, working alongside the Maritime Administration and the Navy, we purchased 7 sealift vessels, adding more than 1.5 million square feet, the equivalent of approximately 24 American football fields of cargo loading capacity to the Ready Reserve Force (RRF). Together with the Air Force, we maintained the congressionally established floor of 466 tanker aircraft while accelerating KC-46 integration, the foundation for a modernized fleet. We finished two Combatant Command Bulk Fuel Feasibility Assessments and the first-ever bulk fuel Allied Partner Assessment with Five Eyes (FVEY) nations, fundamentally improving how the Department of War understands, plans, and delivers

wartime fuel requirements. We strengthened patient movement posture in the Indo-Pacific. These are not aspirations—they are tangible accomplishments that increase Joint Force credibility today.

This written statement describes how USTRANSCOM employs the resources Congress provides, the progress we achieve, and where continued investment builds on that success. Our requirements are limited and clearly defined. We ask only for what we need, and we demonstrate results with what we receive.

The Joint Deployment and Distribution Enterprise

We lead the Joint Deployment and Distribution Enterprise (JDDE), a network of military commands, government agencies, and commercial partners responsible for moving and sustaining the Joint Force globally. This enterprise is responsible for the deployment, sustainment, and redeployment of forces across the full range of military operations.

We execute our assigned missions through three Service component commands and one subordinate joint command. Air Mobility Command provides strategic and tactical airlift, air refueling, and aeromedical evacuation. Military Sealift Command delivers sealift capacity and ocean transportation. Army Transportation Command (formerly Surface Deployment and Distribution Command) manages surface transportation including rail, highway, and seaport operations; and the Joint Enabling Capabilities Command provides rapidly deployable joint command and control (C2), communications, and planning capabilities.

Our "Fourth Component" consists of commercial air carriers, sealift carriers, and logistics providers. These world-class transportation providers paired with both emergency preparedness

programs as well as daily collaboration multiplies our organic capacity and provides the surge capability required for large-scale operations.

Additional vital partners include the Department of State, the Department of Transportation (DOT), specifically the Maritime Administration (MARAD), the Federal Highway Administration (FHWA), and the Federal Railroad Administration (FRA) within DOT, and other government agencies. MARAD operates and maintains the government-owned sealift fleet, oversees the health of the merchant mariner workforce, and supports the Nation's seaports. The FHWA and FRA bolster USTRANSCOM by evaluating the readiness of key road and rail transportation networks to support defense requirements.

The JDDE operates as a "Total Force," combining the capabilities of active-duty, reserve, National Guard, Merchant Marine, and civilian workforce alongside commercial partners to achieve warfighting readiness. This integrated approach delivers the full depth of American transportation capacity when the Nation calls.

The Strategic Imperative

USTRANSCOM was purpose-built for a security environment fundamentally different from today. The United State must now consider a world with multiple nuclear powers who have varying ability to contest operations in all domains--air, land, sea, space, and cyberspace. Unlike before, the joint force must deal with AI-enabled systems, drones, and hypersonic weapons. These increasingly lethal capabilities complicate challenges of fighting to get to the fight.

This environment validates the logic of mobility investment. First, the Joint Force's top priority of protecting the Homeland necessitates robust long-range maneuver capabilities to bridge the gap between U.S. bases and overseas conflict zones where adversaries have weapons designed to

attack our homeland. Second, we will need to project and sustain forces despite adversary intent to congest and contest access with more robust and survivable logistics. Robust and survivable logistics are necessary to address all domain complexity.

Operating in a contested environment increases mission complexity. Planners must now account for positional disadvantage, the likelihood of degraded C2, and higher consumption rates of fuel, ammunition, and materiel. Adversaries' deep arsenals of long-range strike weapons, and their ability to disrupt the flow of information, increase the threat of battle damage to mobility assets and infrastructure, which demands greater repair capabilities to rapidly return those assets to the fight. The survivability of our mobility assets is a strategic imperative.

With congressional support, USTRANSCOM addresses these realities directly. In response to the contested logistics provision of the FY2026 National Defense Authorization Act, the Department of War implemented a Global Contested Logistics Posture Management plan of action. This initiative is led by the Deputy Secretary of War, the Vice Chairman of the Joint Chiefs of Staff, and the USTRANSCOM commander to drive immediate investment in areas of consequential risk to the Joint Force. The imperative is to transform logistics vulnerabilities into strategic advantages and more importantly better connect logistics requirements to resources at speed. The outcome will be dynamic prioritization of the Department's investments in logistics capabilities and capacity in order to deliver sustainment as a warfighting effect.

Within the JDDE, USTRANSCOM is focused on three principal areas. First, we are modernizing command, control, and communications systems to deliver rapid, informed decision-making and increased survivability while providing common understanding across the Joint Force. Second, we are motivated to increase strategic sealift, air refueling, and airlift capacity to enhance the Joint Force's ability to deliver and sustain operations globally. Third, we

are investing in the modernization and security of critical infrastructure and transportation networks to bolster force projection and guarantee reliable access.

These investments elevate our focus on our core capability – warfighting – and delivering a more lethal combat-credible force. USTRANSCOM drives a persistent campaign of readiness by deliberately immersing our personnel in demanding, realistic contested logistics scenarios. Through intensive training, exercises, operations, and wargames we are achieving a level of mastery that drives our dominance and dictates mission success.

Core Capabilities: The Mobility Enterprise

Sealift: The Foundation of Global Logistics

Organic Sealift

USTRANSCOM uses its organic sealift fleet to deploy forces and materiel globally. The fleet exists to provide the United States with a credible sealift deterrent that protects our national interests. Continued congressional support makes this possible, and we have delivered results.

With congressional funding and support for the Ready Reserve Force's annual maintenance, repair, modernization, and recapitalization, we accelerate fleet modernization. We partnered with the Maritime Administration (MARAD) and the Navy to purchase 7 of the 12 authorized used ships. Three ships have already finished reflagging and modernization and now perform missions for the Department of War. The remaining four ships will reach operational status this year. We finished on-site surveys of two additional ships in November and December 2025, positioning us to purchase them later this year.

Congressional advocacy for a new sealift construction program and appropriations in the FY25 Reconciliation Act launched our long-term recapitalization strategy. The Navy, in coordination with USTRANSCOM, finished the requirements process for new ships and delivered them to MARAD in December 2025. MARAD will initiate a new construction program using commercial design standards overseen by a Vessel Construction Manager. This dual approach, acquiring both used and new ships, will accelerate recapitalization and begin offsetting the significant number of vessels requiring replacement while increasing operational availability.

We successfully eased growing capacity shortfalls through an unprecedented transition during fiscal years 2025 and 2026 when 14 ships retired from the Ready Reserve Force, including the entire 8-ship Fast Sealift Ship class. We accomplished this by assuming possession of former Army Prepositioned Stocks ships which provide nearly two million square feet of shipping capacity. The advantage of this unprecedented transition is short lived as 11 more ships retire between 2027 and 2031. Continued Congressional support for both the Buy Used and new construction programs remains crucial to maintaining our global fleet capacity, presence, and readiness.

This sealift capacity determines whether U.S. ground forces can arrive at the scale and speed that operational plans require. Every ship in the RRF represents the ability to deliver decisive combat power where and when the Nation requires.

Commercial Sealift

Our partnership with the commercial sealift industry and labor unions is critical to mobilizing strategic sealift capacity during times of crisis. Congressional action and the support of the American people are strengthening the maritime industrial base and the U.S.-flag fleet.

Our Sealift Emergency Preparedness Programs deliver strategic advantages that multiply our force projection capabilities. The Voluntary Intermodal Sealift Agreement (VISA) and Voluntary Tanker Agreement (VTA) combined with the internationally focused Maritime Security Program (MSP) and Tanker Security Program (TSP) provide the Department of War assured access to U.S.-flagged sealift capacity. These programs project and sustain joint forces at a decisive scale, serving as powerful strategic deterrents.

VISA demonstrates remarkable impact by providing nearly 20% of overall dry cargo force projection capacity and over 95% of ocean-based dry cargo sustainment capacity when activated during wartime operations. The VTA reduces our reliance on foreign-flag tankers by securing access to the growing U.S. tanker fleet. Since Congress renewed the VTA in 2022, the program now contains 18 total tankers, with 10 medium-range tankers operating internationally under U.S. flag through TSP.

With congressional authorization and appropriation, USTRANSCOM will partner with MARAD to expand the TSP. This will reduce fuel delivery shortfalls for both long-distance inter-theater voyages (spanning open oceans between continents) and shorter intra-theater operations (within a specific combat theater). We maintain an active partnership with MARAD, industry, and key stakeholders to maximize the full potential of the U.S. maritime industry and merchant mariners.

U.S. Merchant Marine

The U.S. Merchant Marine is the cornerstone of the U.S. economy, facilitating critical cargo movements for millions of Americans. Congress recognizes this vital workforce faces challenges—including competition from lower-cost, foreign-flagged ships that has reduced the

number of U.S.-flag vessels in international trade and the pool of qualified mariners available to crew sealift vessels in an emergency.

Strategic sealift is an essential component of the National Defense Strategy, providing the afloat mobility capability to project and sustain combat power globally. The U.S.'s national sealift objective is to ensure sufficient military and civil maritime resources will be available to meet defense deployment, and essential economic requirements in support of the National Security Strategy. To meet this requirement, the Department depends on a combination of government and commercially owned vessels, all of which rely on a limited pool of civilian merchant crews to activate, operate, and sustain.

The Navy maintains the Strategic Sealift Officer Force to maintain the sealift capacity to meet national security objectives and to mitigate the risk of a crew shortfall. Strategic Sealift Officers are warfare qualified Naval Reserve Officers with civilian credentials and military training to support the activation, operation, and sustainment of the United States organic Strategic Sealift. The recent increase in the MARAD funded Student Incentive Program provided by Congress, which offers up to $64,000 to help students offset the cost of tuition at the 6 State Maritime Academies, helps increase interest and recruitment into this vital program.

As leading U.S. maritime labor unions state, addressing this workforce challenge is a national security imperative. The fundamental principle in maritime is: more cargo means more U.S.-flag ships, and more U.S.-flag ships means more U.S. mariners, a virtuous cycle that strengthens both our commercial industry and national defense posture.

USTRANSCOM actively supports the Maritime Workforce Working Group outcomes and recommendations. Together, we are building a more robust and resilient maritime workforce that serves both our national security needs and our commercial industry. The U.S. Merchant

Marine, while often operating out of the public eye, remains an indispensable asset to the Nation. Their continued strength and viability are key to both our economic prosperity and national security in an often-unpredictable world.

Air Refueling: Projecting Global Power

USTRANSCOM operates the global air refueling fleet that powers Joint Force operations, vital for rapid global mobility and extending the reach of Joint Force aircraft in support of our National Defense Strategy. The Reserve Component provides more than 60% of this critical capability, demonstrating the depth of our Total Force integration.

We support the Department of War's strategic recapitalization plan to modernize our air refueling capability while meeting current global demands across four priority areas: Defend the Homeland, Strengthen Strategic Deterrence, Increase Posture in the Indo-Pacific, and Revitalize the Defense Industrial Base. We maintain the congressionally mandated floor of 466 aircraft tanker fleet and appreciate the tiered fleet increase directed through fiscal year 2029. We are actively transitioning to next-generation capabilities while expanding capacity. As the Air Force accepts delivery of KC-46 aircraft, we are laying the foundation for a modern fleet that offers continuous connectivity, improved survivability, and greater agility in contested environments.

To be clear, every combatant commander needs more from the tanker fleet, and the aging KC-135 cannot keep pace. The gap between demand for air refueling and declining fleet availability requires modernization, recapitalization, connectivity, and survivability improvements. Additionally, USTRANSCOM fully endorses Air Mobility Command’s initiatives with the Air Force Nuclear Weapons Center to certify the KC-46 for nuclear operations.

We are taking decisive action with the $84 million provided by Congress for KC-135 connectivity in the FY25 Reconciliation Act. This investment empowers us to modernize our legacy tankers, making them a viable, credible, and present force that strengthens homeland defense and strategic deterrence positioning the Joint Force to prevail. Air refueling extends the reach of every other air capability. It is the multiplier that transforms regional aircraft into global, strategic instruments with tactical agility.

Airlift: The Key to Rapid Global Reach

Strategic Airlift

The United States possesses unmatched strategic airlift capabilities, representing a decisive asymmetric advantage no other nation or coalition can replicate. Our strategic airlift fleet underpins Joint Force rapid global mobility which is foundational for deterrence and dominance in war.

We operate two fleets of aircraft that deliver this unparalleled capacity: the C-5 and the C-17. Delivery of the C-5 began in the 1970s, with the last C-5M conversion finished in 2018, while delivery of the C-17 started in the 1990s. Together, these aircraft provide the global mobility capacity required by the Joint Force. We continue sustaining these fleets while pursuing modernization to improve operational capability and survivability against sophisticated, modern threats.

Congressional support allows us to maintain this advantage. We identify key opportunities for our strategic airlift to remain robust well into the future as well as drive improvements in readiness and reliability to sustain credible airlift capacity. The FY20 NDAA-mandated

Mobility Capability Requirements Study (MCRS-20) and other recent Department assessments consistently reaffirm the requirement for a 275-aircraft organic strategic airlift fleet.

USTRANSCOM continues close cooperation with the Air Force to initiate recapitalization planning now. This proactive approach aligns new capabilities with projected service life limits, accounting for the decades-long timelines required to develop and deploy replacement aircraft. In recent remarks during engagements in the Indo-Pacific region, the U.S. Air Force Under Secretary reinforced the importance of procuring the "right quality and quantity" of tanker and mobility fleet assets now–not just for a "one-off operation" but to sustain any prolonged conflict in the future.

Strategic airlift is the capability that allows the United States to respond to threats faster than any other nation. Speed equals deterrence—adversaries must account for U.S. forces that can arrive within hours, not weeks.

Intra-theater Lift

Intra-theater airlift and sealift are inextricably linked. When the demand for sealift exceeds available capacity, airlift absorbs the requirement. As a logistical enterprise, we must obtain the correct balance of airlift and sealift to reduce an overreliance on both intra- and inter-theater airlift platforms to meet requirements. To sustain multi-modal agility and cement our operational reach we must strengthen intra-theater sealift capacity to restore an optimal balance.

Over the past two decades, we transformed our tactical airlift fleet to align with changing Department of War priorities. The Air Force's retirement of C-130H aircraft reduced the C-130 fleet inventory from more than 500 total aircraft in 2003 to the congressionally mandated 271.

The C-130 fleet delivers operational flexibility through responsive intra-theater airlift across diverse missions such as cargo transfers, rapid force movements, and aeromedical evacuations.

While Geographic Combatant Commanders are responsible for intra-theater distribution, USTRANSCOM recognizes the need for increased investment procuring shallow-draft vessels to balance intra-theater lift capabilities. In the Indo-Pacific, where ground lines of communications are impacted by both geography and distance, this need is most acute. Increased sealift capacity will allow the Joint Force to maneuver more materiel over longer distances and efficiently sustain widely distributed operations by optimizing airlift and sealift capabilities.

Intra-theater lift sustains capability after strategic lift delivers it. Once U.S. forces arrive in theater, intra-theater assets keep them supplied, mobile, and combat-effective across the operational area. The current intra-theater sealift availability and readiness requires investment to alleviate stress on the C-130 airlift fleet.

Commercial Airlift

The Civil Reserve Air Fleet (CRAF) represents a successful peacetime partnership between USTRANSCOM and commercial carriers that generates critical wartime readiness. The robust CRAF Emergency Preparedness Program (EPP) is fully subscribed and prepared to meet the most difficult operational requirements. In October 2024, the EPP grew to 29 carriers under contract, the largest number on record. During contingency operations when CRAF is activated, DoW's inter-theater airlift capabilities increase significantly with the 253 commercial aircraft. This contribution substantially increases DoW's strategic airlift capacity.

We actively evaluate mission readiness by assessing the financial viability and modernization of airline partners. This includes monitoring aircraft recapitalization challenges, such as manufacturing delays to support our partners' stability in the dynamic aviation industry.

The CRAF EPP is healthy and able to meet USTRANSCOM wartime requirements. The relationship between USTRANSCOM and commercial carriers is built on open and mutual benefit and sustained through daily collaboration; it is a strategic asset that no other nation possesses at comparable scale.

Critical Foundational Capabilities

Global Air Mobility Support System

To give commanders more flexibility with the air part of the mobility enterprise, the Global Air Mobility Support System (GAMSS) was created. GAMSS is the worldwide network of strategic airlift hubs comprised of two foundational elements. The first element consists of fixed locations providing a mix of command and control, aerial port operations, and aircraft maintenance capabilities to accelerate force projection and throughput. The second element is a collection of deployable teams to deliberately replicate fixed location capabilities when and where needed. These components work in tandem to broaden the Department of War's global reach by moving personnel and equipment for both combat and humanitarian missions anywhere in the world with precision and speed.

Bulk Fuel

Congress recognized the critical importance of assured bulk fuel delivery in contested environments. Section 352 of the FY22 NDAA designated USTRANSCOM as the single manager for global bulk fuel management and delivery. We use this authority to fundamentally

change how the Department of War understands and plans for wartime fuel requirements. USTRANSCOM's global distribution network, C2, and advocacy complement the Defense Logistics Agency's (DLA) procurement and commodity management expertise. Our collaboration with DLA and the Joint Staff translates directly into the Joint Force's ability to maneuver, strike, and win.

From 2023-2025, we conducted two Geographic Combatant Command Bulk Fuel Feasibility Assessments and partnered with FVEY nations to conduct the first-ever bulk fuel Allied Partner assessment, revealing demand-versus-capacity dynamics that were previously invisible to operational planners. Armed with this understanding, we delivered a revamped Petroleum War Reserve Requirement calculation in FY25, expanded C2 of maritime commercial tankers, increased Consolidated Cargo Replenishment Operations at Sea (CONSOL)-equipped vessels from 3 to 15, and grew the U.S. Flag Tanker Fleet from 50 to 63 vessels. Through USTRANSCOM initiatives and congressional support for the TSP these improvements will generate greater capacity to meet the Joint Force wartime fuel delivery requirements. We capitalize on this authority to validate and advocate for geographic combatant command bulk fuel initiatives, securing approximately $41M for 35% design completion to prioritize proposed construction projects for funding. And we successfully integrate bulk fuel considerations into studies, wargames, experimentation, and exercises.

The Bulk Fuel Feasibility Assessments revolutionized our analytical understanding, allowing us to visualize wartime requirements in unprecedented ways. We continue building on this foundation, fusing new data sources to produce more granular analysis that directly informs operational planning. Fuel sustains deterrence. Without assured bulk fuel delivery, the Joint

Force cannot maintain the operational tempo that deters and responds to adversaries and allows us to better share the burden of defense with Allies and partners.

We applied existing authorities to develop Department-wide governance for bulk fuel. This comprehensive governance process prioritizes distribution assets, champions appropriations for vital initiatives including cyber hardening throughout the supply network, commercial CONSOL operations, and information technology improvements to bring analytic rigor to decision-making. These actions directly address critical gaps in C2, human capital, assured distribution, governance, and global resource prioritization to provide the Joint Force with assured fuel availability for global operations.

We strengthened industry partnerships by creating pathways for key petroleum industry partners to gain security clearance. USTRANSCOM developed Emergency Preparedness Programs (EPPs) to better collaborate in times of potential crises with the petroleum industry, mirroring successful EPPs already in place for commercial aircraft, dry cargo ships, and maritime tankers.

Patient Movement

Congressional funding strengthened patient movement capability in measurable ways. We reinforced our Patient Movement Item (PMI) posture in the Indo-Pacific, allowing us to configure aircraft and move wounded service members from forward locations to definitive care faster. We are working to address similar challenges in other Combatant Commands to address casualties from Large Scale Combat Operations. Additionally, investments in expedited critical care patient movement bolster integrated domestic medical plans and complement growing interagency capacity to distribute wounded across the National Disaster Medical System. We are working with the Air Force Medical Department to address two key challenges: achieving full

staffing for authorized patient movement capabilities and improving the training pipeline to adequately prepare personnel for enroute patient care. Ultimately, these initial investments directly improve survival rates and fulfill joint medical planning assumptions and goals.

These gains in forward PMI posture and critical-care transfer capability represent clear risk reduction. Meeting the demands of large-scale conflict requires continued progress on aeromedical evacuation and Critical Care Air Transport Team readiness; work that demands deliberate, multi-year investment. We are addressing these requirements while continuing responsible use of all available resources.

In the FY26 NDAA, Congress significantly expanded our authorities to enter Military Medical Cooperation Arrangements with the FVEY partner nations. These authorities present a unique opportunity to foster international collaboration and integration in the delivery of medical care and treatment to the wounded. They have the potential to build the type of strong collaborative relationships across the military medical treatment enterprise that mirrors our combat forces.

Data Analytics: Harnessing Technologies

Technologies, such as artificial intelligence (AI), cloud computing, and advanced security systems, are not the sole dominion of combat units. They are transforming how we manage transportation and logistics across the globe. From large and small language models aided by retrieval augmented generation capabilities to agentic AI workflows to chat bots to coding assistance tools, USTRANSCOM embraces these rapidly emerging technologies as eagerly as we just embraced the 100th KC-46 aircraft delivery. With network intrusion detection technologies, cloud resiliency solutions, vulnerability assessment products, and optimization & distribution models to name a few, the JDDE is aggressively focused on continuing to acquire

and deploy technologies to overcome contested, disrupted, or denied logistical pathways. We are transforming a "pull" logistics system into a predictive "push" logistics system that delivers supplies and capabilities to the point of need before requests arrive.

As the railroad revolutionized transportation speed, capacity and reliability to move greater mass at higher velocities, so too will cloud, quantum, applied AI, and autonomy for today's globally distributed mobility force. We recently combined separate data and analytic deputies into a single Command Chief Data and AI Officer, aligning our priorities and accelerating our AI adoption. We continue to evolve with available smart systems to use AI modeling to help us in the Global Bulk Fuel Manager mission, the Transportation Workload Capital Fund (TWCF) end-to-end budgeting process, and in operations optimization to better predict transportation demands and manage available capacity. We are accelerating our AI development by growing organic talent in our government workforce, leveraging commercial partners, and utilizing the capabilities of Federally Funded Research and Development Centers and academia.

We deliver data as a class of supply, as important as bulk fuel or spare parts. We continue advocating and developing computing and network functions beyond our internal sources--networks with Allies and partners, networks with industry. The Defense Transportation System lives in a global network of interdependent systems of systems, and our data architecture must match that reality.

Modernizing the Enterprise

Connectivity and Survivability

For our mobility forces to be present where needed, they must first survive the journey. We must have the equipment for them to see their battlespace.

Today mobility assets are tracked by experts and the public alike for entertainment; in a contested environment adversaries will track our ships and aircraft for targeting. Survival depends on the ability to sense the battlespace, securely receive and share threat data, and dynamically reroute or re-task to provide the right outcomes in the right place while avoiding attacks. A modernized mobility force must be a connected one, integrated into the Joint Force's command and control network.

We appreciate that Congress has heard our concerns, and we thank you. Your investments in connectivity are producing results, and readiness is increasing across the mobility enterprise. Connecting our aircraft improves their presence, capabilities, and survivability. We are now working to extend that same connectivity to our sealift and surface assets to maintain their survivability throughout the contested logistics environment.

This requires resilient, redundant, and secure communication that can resist jamming and cyber-attack. When our platforms exceed the function of simple conveyances and are also networked as sensors and nodes, we make them more survivable, more relevant, and better able to deliver the decisive forces required to win. A disconnected mobility force threatens the Joint Force's ability to win. A connected force is survivable, and survivability delivers credible deterrence.

Joint Transportation Management System (JTMS)

USTRANSCOM is leading the JTMS implementation to integrate the Department of War’s transportation and financial management processes and data. This transformation benefits over 100,000 stakeholders by boosting productivity, reducing waste, and providing greater visibility and auditability.

Over the past year, the JTMS team identified opportunities to reduce fragmented processes by 90% and manual tasks by 95%. USTRANSCOM successfully awarded the systems integration contract, gained approval for the program's cybersecurity strategy, and planned for improved third-party payment system operations to drive audit readiness. To support the Department's new acquisition strategy, we are designing JTMS with a modular and open system. This allows us to rapidly add new partners and integrate the most innovative tools as they are developed.

With continued congressional support and funding, USTRANSCOM is on an aggressive schedule to deliver full user capability by FY30, requiring close collaboration with military and commercial partners. We will comply with the mandate to fortify warfighters by strengthening the Nation's logistics enterprise and delivering a modernized, audit-ready system.

Army Transportation Command

We are deeply grateful for the steadfast support we receive from Congress for our surface logistics network. Your support is fundamental to modernizing our Nation's power projection capabilities, which begins with the foundational infrastructure connecting our installations to strategic seaports. The Strategic Highway Network (STRAHNET) and the Strategic Rail Corridor Network (STRACNET) provide vital arteries that move the Joint Force and equipment from fort to port. As the Congress considers the Surface Transportation Reauthorization, we ask for favorable support for our Nation’s highway and railway systems to preserve their robustness and reliability.

A unique fleet of heavy-duty railcars provides a key element of our rapid deployment capability, safely and efficiently transporting our heaviest combat vehicles along the STRACNET to our seaports. We thank the United States Army for its unwavering support of this program. This

essential fleet faces mandatory retirement by 2035. The railcars are reaching the end of their 30- to 50-year service life, becoming obsolete, unsafe, and incapable of carrying modern, heavier combat vehicles. To prevent this critical capability gap, the Army is programming a replacement acquisition strategy. This action recapitalizes these assets and preserves our ability to project combat power when the Nation calls.

Our commitment to modernization extends directly to our strategic ammunition ports. At Military Ocean Terminal Sunny Point (MOTSU), we are executing a project to rebuild South Wharf as the future primary operating wharf, which will replace the 1950s-era Center Wharf. This estimated $200 million investment includes modern crane infrastructure and ensures MOTSU's operational capability for decades to come.

On the West Coast, we are nearing completion of the more than $300 million modernization program at Military Ocean Terminal Concord (MOTCO). The recently rebuilt Wharf 2 will serve as the primary operating wharf for the next 50 plus years. Additionally, we recently awarded a contract to construct a 6.25-megawatt backup power plant, providing power resilience to support mission-critical operations. We appreciate your recent approval of the $19 million reprogramming request, which allows us to move forward with construction on expanded ammunition storage areas.

Thank you again for the congressional focus on and support for these critical modernization programs. Your continued commitment to the resiliency of our strategic ports and transportation networks secures USTRANSCOM's ability to answer the Nation's call at a moment's notice.

Joint Enabling Capabilities Command (JECC)

The JECC, headquartered in Norfolk, Virginia, is the Department of War's only joint command to assist combatant commanders in quickly establishing joint task forces during crises. This organization provides expeditionary joint planners, public affairs specialists, and communicators on short notice.

In 2025, the Joint Force utilized the JECC extensively, including U.S. Southern Command's Operation Southern Spear, U.S. Central Command's Operations Rough Rider and Midnight Hammer, and U.S. Northern Command's Southern Border operations. Based on positive feedback from the combatant commands that routinely benefit from JECC support, USTRANSCOM successfully advocated for and received investments to strengthen this critical joint capability.

USTRANSCOM implemented a comprehensive approach to execute the JECC's unique active and reserve component structure for crisis response. We simplified the procurement process for its communications modernization program under one service, allowing us to focus on developing technological solutions that contribute to the Combined Joint All-Domain Command and Control vision. And we secured design funds for the Global Network Operations Center, which will be built at the Joint Communications Support Element's compound on MacDill Air Force Base in Tampa, Florida. These targeted investments, while modest, significantly strengthen this essential joint capability, guaranteeing it is ready whenever the Joint Force calls.

Our People

USTRANSCOM's success is ultimately rooted in its people—the planners, engineers, analysts, operators, and innovators who transform capability into performance. Since its establishment in 1987 the command evolved from an initial cadre of 384 people to a national treasure of military

and civilian professionals who reflect the expansion of Unified Command Plan missions and responsibilities. Our 38 years of unparalleled expertise and remarkable people are the reason USTRANSCOM achieves what no one else can—they deliver!

Together, We Deliver!

USTRANSCOM and our Nation face a pivotal moment, as we confront the most contested and technologically complex strategic environment in our history. The strategic logic of mobility investment is clearer than ever: because the preponderance of U.S. combat power resides in the continental United States, transportation provides deterrence far from our nation's shores. Our ability to project and sustain the Joint Force is an asymmetric advantage that safeguards Allies, deters adversaries, and underwrites our national security. This advantage is not guaranteed; it relies upon an enterprise of aging and modernizing platforms and legacy systems that must be applicable to meet today's challenges.

Congressional support leads to tangible and measurable results. We have recapitalized sealift vessels, modernized air refueling capacity, transformed bulk fuel management, and strengthened our patient movement posture. We are committed to clearly defining our requirements, requesting only what is essential, and demonstrating powerful results with the resources we receive.

USTRANSCOM's requirements are clear: recapitalize aging fleets, connect our platforms for survivability, and strengthen the foundational partnerships with the Maritime Administration, the U.S. Merchant Marine, Allied nations, our innumerable governmental teammates, and commercial industry. Their capacity is inextricably linked to our own.

USTRANSCOM stands as a ready, united, and decisive global warfighting command. We set the conditions; adversaries react. With gratitude for Congress's continued support, we remain intensely focused on our complex global charge. In war as in peace, we deliver the most powerful warfighting force the world has ever known—anytime, anywhere. We provide hope, deliver lethality, and sustain life, often simultaneously in some of the most inhospitable places on Earth. We are dedicated to one outcome: to fight, deliver, and win.