

Statement of
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Who We Are – Our Mission

We are the U.S. Transportation Command (USTRANSCOM), a warfighting command who projects and sustains combat power at any time and any place our national objectives require. As one of eleven combatant commands, we are the functional command responsible for global transportation. Our warfighting force consists of three Service component commands and a subordinate command, all augmented by the interagency, commercial partners of the broader Joint Deployment and Distribution Enterprise (JDDE), and the Joint Petroleum Enterprise (JPE).

Our mission is to move and maneuver the Department of Defense (DoD), the interagency, allies, and partners in peace, competition, crisis, and conflict. We fulfill this responsibility through capacity, posture, and command and control. Our capacity consists of our air, sea, and surface fleets. Our posture includes seaports, airports, railways, terminals, and agreements to access partner nation infrastructure. Our command and control consists of authorities, joint enablers, communication tools, and data processing systems. Our Joint Force is unique because it is the only one in the world capable of defending the homeland *while* deterring on a global scale. Our Joint Force depends on USTRANSCOM for its uniqueness and USTRANSCOM depends on focused investments outlined below to strengthen the lethality of the Joint Force.

USTRANSCOM was created as a purpose-built force to overcome the challenge of projecting and sustaining our Joint Force via air, land, or sea anywhere in the world. We alone possess the transportation awareness and authorities to traverse oceans and continents to execute our global mission.

USTRANSCOM's global mission is derived from our Unified Command Plan responsibilities and authorities through our component commands and subordinate command. These are: 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. Our greatest strength is our Fourth Component--our commercial industry partners. Together, we maintain credible deterrence and use data-driven decision making to succeed in our sealift, strategic seaports, air refueling, airlift, patient movement, domestic rail, global bulk fuel management, and motor transport missions for the Joint Force.

Our commercial industry partnerships provide critical transportation capacity, petroleum infrastructure, global networks, and contracts to meet day-to-day and wartime requirements. USTRANSCOM also partners with the U.S. Department of State, U.S. Department of Transportation (DOT) and other government agencies. DOT's Maritime Administration (MARAD) operates and maintains the government-owned sealift fleet, oversees the health of the merchant mariner workforce and supports the Nation's seaports. We also partner with DOT's Federal Highway Administration and Federal Railroad Administration to evaluate the readiness of key road and rail transportation networks to support defense requirements.

Our ability to fund rapid growth in transportation capacity through the Transportation Working Capital Fund (TWCF) provides the agility and flexibility to rapidly respond to complex and unplanned operations while guaranteeing our transportation capabilities are ready and responsive. USTRANSCOM spends approximately 10.5 billion dollars annually on military and commercial transportation services to execute Defense Department missions.

Our global reach is swift and precise; it demonstrates to adversaries that our agile transportation enterprise can swiftly meet any aggression and reassures allies and partners. The Command provides credible deterrence despite aging fleets of sealift vessels (including two hospital ships), air refueling tankers, and airlift aircraft that need recapitalization. We are building international partnerships to increase interoperability and allow the access, basing, and

overflight (ABO) required for the JDDE to provide world-wide logistics operations at the time and place of our nation's choosing. Meanwhile, determined and sophisticated adversaries increasingly demonstrate the ability to extend a contested environment across the globe and to our homeland with the specific aim to disrupt the responsive and strategic reach of USTRANSCOM. We are committed to overcoming these challenges by developing resilient transportation networks and investing in Research and Development Test and Evaluation (RDT&E) for a variety of service programs that transform how the DoD executes the logistics and distribution enterprise. Our RDT&E investment portfolio includes technology that would provide autonomous transportation platforms, rocket cargo, and long-range precision aerial delivery platforms. We are encouraged by additional service programs that will reduce the challenges of a contested logistics theater. An example of these programs is the Department of Navy Transferrable Reload At-sea method which allows our combat vessels to be rearmed by Military Sealift Command vessels while at sea.

Credible Global Mobility Capacity

USTRANSCOM's future focus centers on safeguarding our ability to address simultaneous global demands in increasingly complex environments, ultimately advancing national security interests. Our continued success hinges on the credibility of our capacity – the intersection of capabilities, readiness, and capacity – to operate where and when we choose, supported by a robust global network of allies and partners. This demands deliberate investment to ensure sufficient ready force capacity while we pursue vital modernization and recapitalization funding that impact all USTRANSCOM Unified Command Plan (UCP) missions. Achieving sufficient ready force capacity requires enhancing our air, land, and sea transportation capabilities within our military and commercial fleets. This enhancement necessitates recapitalization to replace aging Tanker

aircraft and maritime Ready Reserve Force vessels. Furthermore, we must ensure our military aircraft, maritime ships, and surface transportation network possess the connectivity necessary to survive in a contested environment.

Global Mobility Posture forms the foundation of power projection and serves as the backbone of our global mobility capacity. Our strong relationships with Allies and partners provide asymmetric advantages, assuring access to key regions and creating a robust basing and logistics system. USTRANSCOM collaborates with Geographic Combatant Commands to communicate and foster security cooperation initiatives that bolster ABO requirements across various regions. We will maintain necessary agreements for uninterrupted access to a resilient global mobility system and forge new agreements to guarantee access before crises or contingencies arise. Bilateral training exercises allow us to strengthen relationships and gain experience operating in key airports, terminals, and seaports – locations critical to future conflicts.

While we strive to strengthen relationships, adversaries actively seek to compromise foreign infrastructure and hinder our global mobility capacity. For example, the People’s Republic of China has dispersed technology across a global network of commercial maritime ports. This technology introduces physical and cybersecurity vulnerabilities into the global maritime information and operational technology systems that underpin both U.S. military transportation operations and the global supply chain. These vulnerabilities provide the People’s Republic of China with ample opportunities for intelligence collection, malicious cyber activities, and sabotage.

Surface Capability in the United States

USTRANSCOM’s domestic transportation infrastructure networks include highways,

railroads, and seaports for the safe and rapid transportation of equipment and supplies from fort to port of embarkation, both in support of overseas contingency operations as well as day-to-day movement of materiel supporting military training and sustainment needs. USTRANSCOM closely monitors the capability and condition of these networks and collaborates with civil and commercial transportation entities to integrate national defense needs into their transportation policies and investments through two programs: Highways for National Defense and Railroads for National Defense. USTRANSCOM assesses that while the nation's highway and rail networks meet current military needs, continued private and public investment is necessary to preserve and enhance the resilience of these transportation capabilities.

The Strategic Highway Network (STRAHNET) is designated by the Secretary of Transportation, in consultation with appropriate Federal agencies and the States which identifies the highways most important for national defense. Currently, the STRAHNET comprises the entire Interstate Highway System of approximately 48,800 miles, as well as an additional 13,600 miles of major non-interstate highway corridors and 1,800 miles of connectors between important military installations, airports, and seaports. The military relies on the Federal Highway Administration, State Departments of Transportation, regional planning organizations, and other local government agencies to manage, operate, and maintain the network of public roads on the STRAHNET.

State Departments of Transportation and local agencies are not required to consider national defense needs in project funding decisions. Preserving and enhancing the capability of the nation's highway transportation necessitates a close partnership with federal, State, and local transportation officials to promote their consideration of defense needs in highway project planning and programming.

The Railroads for National Defense program designates the Strategic Rail Corridor Network (STRACNET) in coordination with the Federal Railroad Administration. STRACNET identifies the domestic rail infrastructure most important to national defense which provides a rail network of approximately 30 percent of the total U.S. freight rail network that connects 141 defense sites. Unlike highways, most of the U.S. rail network is privately owned and maintained. Therefore, STRACNET relies heavily on private capital investment to maintain or improve capabilities. While we assess that private investment is adequate to maintain a safe and reliable network, competitive grants benefiting freight rail offer both direct and indirect benefits to national defense.

Opportunities

USTRANSCOM currently employs 563 unique, heavy-duty, chain-tiedown railcars designed specifically to carry M1 Abrams tanks and other heavy tracked vehicles on the U.S. rail network. These railcars are owned, maintained, and employed by our Military Surface Deployment and Distribution Command and are regularly used in support of deployments, movements to training centers, and sustainment. These railcars were built in the 1980s and are quickly approaching the end of their 50-year lifespan as regulated by the Federal Railroad Administration. Procurement of replacement railcars is currently in the design phase. There are no equivalent commercial rail cars available with the capabilities needed to meet our deployment requirements. USTRANSCOM will work in partnership with the Department of Army to ensure successful replacement.

Strategic Seaports

USTRANSCOM relies on commercial seaports along the east, west, and Gulf coast to rapidly deploy forces and equipment globally. Our Army component designated 18 commercial

seaports as crucial to USTRANSCOM due to their potential role in supporting large-scale deployments, emergencies, or disaster response. Additionally, there are two military ocean terminals that are considered the most vital to our operational planning. Military Ocean Terminal Sunny Point (MOTSU) in North Carolina and Military Ocean Terminal Concord (MOTCO) in California are the Department's Strategic Seaports for shipping ammunition worldwide. There are no other facilities on either coast that can meet the ammunition throughput capacity or net explosive weight limits that MOTCO and MOTSU provide. Continued investment in the mission critical infrastructure at these terminals is necessary to preserve the ammunition outload capacity required to support deployed combat forces.

Opportunities

Approximately 91% of our non-contingency shipments rely on commercial carriers and seaports who operate on unclassified networks. Both the carriers and USTRANSCOM understand the increasing threat of cyberspace attacks from adversaries who are determined to infiltrate private networks and devices. USTRANSCOM is dedicated to sharing information and collaborating with our partners to ensure uninterrupted support to our operations.

Continued investment in modernizing capabilities, coupled with support from law enforcement and counterintelligence agencies, will strengthen mission assurance for operations while protecting the economic viability of commercial carriers and port authorities. USTRANSCOM continues to partner with the Cybersecurity and Infrastructure Security Agency under the Department of Homeland Security and U.S. Coast Guard to identify and mitigate threats.

Maritime

The commercial sealift industry partnership with USTRANSCOM continues to be the backbone of our nation's strategic sealift portfolio and source of the workforce needed to bring the

government-owned Ready Reserve Force from reserve status to fully operational during crisis response. MARAD's sealift emergency preparedness programs with close coordination with USTRANSCOM, manages the Voluntary Intermodal Sealift Agreement (VISA) and the Voluntary Tanker Agreement (VTA), supported by Maritime Sealift Program (MSP) and Tanker Security Program (TSP), with vessels trading internationally, are force multipliers and strategic deterrents that provide assured access to the sealift capacity needed to project and sustain our Joint Force. In wartime, VISA provides close to 20% of the overall dry cargo force projection capacity and more than 95% of the over-ocean dry cargo sustainment capacity. Likewise, the VTA is critical to reducing reliance on foreign flag tankers by providing assured access to a growing U.S. flag tanker fleet for the transportation of liquid petroleum products. After its renewal in 2022, the VTA has expanded to sixteen total tankers, including ten medium-range tankers operating internationally under the U.S. flag in the TSP.

Opportunities

USTRANSCOM is concerned with the reduction in capacity, readiness, and availability of the organic Ready Reserve Force. The median age of the 46 Roll-on/Roll-off ships we use to surge from the continental United States is 47 years; 14 of the 46 ships are 50 years old or older. A proactive strategy to recapitalize and modernize this fleet are vital to maintain credible deterrence globally. Therefore, USTRANSCOM supports the Navy's strategy to recapitalize the government-owned fleet by acquiring foreign-built sealift ships from the commercial used market while also removing limitations on the number of used sealift vessels that the DoD can procure by providing the Secretary of Defense discretionary authority to access the commercial market as needed. Working with MARAD, we purchased seven used vessels and expect to purchase two more in FY25 with over 1.5 million useful square feet capacity. We are grateful that Congress increased

the statutory limit to ten used ships in the FY25 National Defense Authorization Act. The Navy and MARAD are expected to reach that ten-ship limit in FY26 yet our ability to maintain credible capacity will remain constrained because 30 ships are scheduled to retire between 2026 and 2034.

A comprehensive recapitalization strategy will provide a modern and ready fleet to deter adversaries, reassure allies, and support national objectives globally.

Air Refueling

The air refueling fleet remains USTRANSCOM's most stressed deployment, sustainment, and combat capability. The fleet is critical to rapid global mobility and is the lifeblood of the Joint Force's ability to deploy forces across all National Defense Strategy mission areas. Credible air refueling capacity must simultaneously cover global demands for no-fail wartime missions by the combat air forces. Aging fleets, considered against the context of increasingly capable adversaries, underscore the need for tanker recapitalization and modernization.

Opportunity

USTRANSCOM supports the Defense Department plan to recapitalize our aging air refueling aircraft with a fully capable KC-46 and endorses the Air Force plan to accelerate delivery of an advanced air refueling capability. The Congressionally-established minimum of 466 tanker aircraft is at elevated risk to meet the JDDE demand for simultaneous homeland defense, strategic deterrence, and theater combatant command wartime requirements. Over the next decade, the aging KC-135 aircraft fleet will be an ever-increasing readiness concern. When the Air Force accepts the last KC-46 on contract the average age of the remaining KC-135s will be 67 years. It is critical that the Air Force continues a full recapitalization program while investing in a future Next Generation Air-Refueling System to maintain credible capacity and provide the persistent

connectivity, improved survivability, and increased agility necessary to operate in contested environments.

Strategic Airlift

Strategic airlift is a national asymmetric advantage critical to global force projection at velocity; no other nation or combination of nations can provide comparable global airlift output. The strategic airlift fleet, composed of 52 C-5M, 223 C-17 aircraft, and commercial partners stands as the cornerstone of our nation's ability to project power globally. The C-5M and C-17 fleets are particularly important for the movement of outsize and oversize cargo early in a near-peer conflict, a requirement the Civil Reserve Air Fleet cannot meet. Sustaining our current fleets is a strategic imperative, and we must also pursue modernization to improve survivability in an increasingly contested environment.

Opportunities

Low readiness is a key concern across the airlift fleets with observed aircraft availability rates falling below programmed levels. The three most recent DoD-level mobility studies, including the FY20 National Defense Authorization Act-directed Mobility Capability Requirements Study (MCRS-20), each validated an organic strategic airlift requirement of 275 strategic airlift aircraft. Because timelines to develop and field new aircraft are measured in decades, USTRANSCOM encourages the Air Force to begin considering recapitalization plans soon to align with projected service life limits.

Intra-Theater Lift

Simultaneous mission requirements and emerging warfighting concepts severely stress

intra-theater lift in the Indo-Pacific region. The programmed C-130 fleet of 271 total aircraft inventory is at elevated risk to meet the demands for globally integrated requirements, which include transload movements from strategic aircraft and sealift vessels, time-sensitive movement of forces and supplies, and aeromedical evacuation in theater and within the contiguous United States. Especially within the Indo-Pacific, recent analysis highlights a tight coupling between air and sea-lift assets required to maneuver and sustain fielded forces given the dearth of ground lines of communication. The magnitude and scope of intra-theater maneuver and sustainment demands outpace the programmed capacity of theater sealift, which levies additional requirements on an already stressed theater airlift fleet and increases demand on strategic airlift to augment intra-theater movement. This system of systems is foundational to global force projection, maneuver, and sustainment.

Opportunities

Increased investment in theater sealift is needed to alleviate stress on the theater airlift fleet. Joint and Service operating concepts entail maneuvering forces across broad distances via airlift while also sustaining forces across broadly distributed operating locations. These concepts elevate the demand for theater lift in and around the Indo-Pacific.

Global Bulk Fuel

The Command made significant strides as the single manager for Global Bulk Fuel Management and Delivery since achieving Initial Operational Capability in February of 2023. Over the past year, we closed capability gaps identified across the Joint Petroleum Enterprise. For example, the FY23 Petroleum War Reserve Requirement (PWRR) identified the need for further analysis of war reserve stocks of bulk fuel globally. Conducting this analysis led to a complete

revamp of the process and provided a better understanding of risks to combatant command operational and contingency plans. The Department used the revamped process for the FY25 PWRR analysis to achieve higher fidelity wartime requirement planning. The Bulk Fuel Feasibility Assessment proof of principle, completed in 2023, is another example of our ability, as the single manager, to more effectively assess fuel requirements. Since the proof of principle, we added combatant command bulk fuel assessments with analysis of the associated “family of plans” which account for consequences of contested environments. Lastly, while pursuing the development of a Global Bulk Fuel Common Operational Picture, we discovered data across the enterprise data was disparate, dated, and varied in accuracy. We are focused on establishing a Single Source of Truth that will be the basis for informing bulk fuel tools and reports along with supporting tools.

Opportunities

Bulk fuel distribution across the wide swath of the Pacific theater is a constraint to our operational planning. After its renewal in 2022, the Vessel Tanker Agreement program continued to expand to sixteen total tankers, including ten medium range tankers operating internationally under U.S. flag in the TSP. Despite growth in the TSP fleet, demand for fuel in the Pacific exceeds capacity. The unique geography of the Indo-Pacific theater and the limited presence of U.S. flagged vessels underscores the importance of accessing fuel distribution platforms from allies and partner nations. To address this challenge, USTRANSCOM is pursuing a multi-faceted approach which includes establishing bilateral agreements with partner nations, working with MARAD to expand the TSP fleet, and collaborating with industry to access their capabilities and develop more solutions for intra-theater fuel distribution.

Global Patient Movement

Patient Movement is one of our Unified Command Plan responsibilities providing global patient movement for the DoD supporting the Range of Military Operations. On average, USTRANSCOM moves at least 14 routine and critical care patients a day with highly skilled Aeromedical Evacuation crews and Critical Care Air Transport Teams equipped with litter configurations, patient care units (IV pumps, blood oxygen monitors, heart monitors, etc.) and trained aeromedical staff. The asymmetrical advantage of global patient movement we enjoy today will be challenged in scale and scope of a high-end conflict. Exercises in the Indo-Pacific help us address the challenges of the high-end conflict. At home, the patient distribution mission within the continental U.S. requires the combined expertise of USTRANSCOM, United States Northern Command, the Defense Health Agency, and others to develop the Defense Department's Integrated CONUS Medical Operations Plan.

As a supporting command to this plan, USTRANSCOM develops an updated CONUS Patient Distribution Plan (CPDP) to provide aeromedical evacuation within CONUS to distribute patients among the National Disaster Medical System Federal Coordinating Centers for definitive care. CPDP provides aeromedical evacuation of large numbers of DoD casualties that arrive in the United States from an OCONUS theater and distribute them to U.S. based hospitals for inpatient care in DoD military treatment facilities, Department of Veterans Affairs (VA) Medical Centers, National Disaster Medical Center civilian hospitals, and TRICARE reimbursed civilian hospitals. In the CPDP, DoD casualties are delivered to Aerial Ports of Debarkation and transported to Federal Coordinating Centers which are owned and operated by DoD and the VA, and are a part of the Department of Health and Human Services (HHS)-led National Disaster Medical System.

USTRANSCOM has multi-year, longstanding personnel, training and equipment readiness gaps for aeromedical evacuation of large numbers of DoD casualties. Specifically, highly skilled, trained, and available Total Force Critical Care Air Transport Teams, and biocontainment capabilities to move high consequence infectious disease patients if military personnel are exposed during military operations. Additionally, a plan to aeromedically evacuate large numbers of DoD casualties from OCONUS theaters to other countries for inpatient care in DoD MTFs and other Ally/Partner Nation military and civilian hospitals, and forward to the United States for medical care at home, must be developed with U.S. government partners (e.g., Department of State, HHS).

Connectivity

Today's contested environments demand all USTRANSCOM air, land, and sea fleets to be connected to each other and the rest of the joint force. Connectivity between multi-domain fleets require cyber defenses and must extend to our Fourth Component, the commercial industry. Connectivity equates to battlespace awareness, survivability, and lethality.

Opportunities

USTRANSCOM recognizes the growing importance of data and emerging technologies such as artificial intelligence and machine learning to improve data reliability, performance, and security for faster, more informed decision-making in global operations. We are actively pursuing and advocating for connectivity solutions for both our organic fleet and our commercial partners.

Joint Communications Support Element

As the DoD's global standing joint force headquarters capability, the Joint Enabling Capabilities Command (JECC) is uniquely postured under USTRANSCOM to rapidly support the

Department with joint command and control communications nodes. The JECC's Joint Communications Support Element (JCSE) operates a Global Enterprise Network that provides 24/7/365 coverage which allows its communication teams to deploy worldwide to support Joint Force Headquarters, special operations, DoD executives, and coalition forces on Immediate Response Force timelines. The JCSE uses its Global Network Operations Center to allow users rapid access to the DoD Information Network. This critical capability is housed in an outdated warehouse plagued by frequent HVAC and power failures which disrupt operations. Additionally, the Element must relocate to a less capable continuity of operations center during flood threats or disasters because the JCSE compound is situated eight feet below the MacDill AFB flood plain resulting in additional disruptions to operations. Furthermore, operational oversight of expeditionary missions is spread over several buildings vulnerable to extreme weather, cyber security, and physical security challenges. Without this capability, USTRANSCOM cannot guarantee assured joint communications in crisis and contingency.

Opportunities

To be effective in contested or denied environments, the JCSE leverages a unique modernization program to purchase and field diverse multi-spectrum transport communication links. This allows the networking equipment to minimize disruptions to operations by dynamically detecting communication link failures and restore command and control services using available military and commercial satellite constellations, cellular networks, and direct connections to commercial terrestrial internet connections. The JCSE's modernization program, funded by the Military Departments, must continue to be resourced at directed levels so the JCSE can successfully modernize rapidly evolving command, control, communications, and computer technologies.

Global Household Goods Contract

The Global Household Contract (GHC) transformation is designed to improve the relocation experience for Defense Department and Coast Guard personnel and their families while addressing long-standing limitations that exist within the legacy program. Key components of the transformation are enhanced communication support, simplified claims filing and settlement processes, modern digital management systems, and more scheduling options due to improved industry resource utilization.

Under the legacy Tender of Service program, commercial moving companies around the world manage household shipments for the Defense Department. The sheer number of vendors makes it difficult for the government to hold companies accountable in a meaningful way for individual performance failures. This generates friction, frustration and capacity challenges, which led to the transformation of having a single company manage all moves worldwide through a contract overseen by the Defense Department at the installation, service and joint levels. The GHC transformation institutes formally defined standards, oversight responsibilities, incentives, and consequences to improve accountability and service. In short, the government holds the single company accountable to the terms laid out in the contract.

Over the last year USTRANSCOM, on behalf of the Defense Department, shifted from GHC planning and development to GHC implementation. Since beginning the transition, 133 installations or 76.4% of domestic sites phased into the GHC construct through the prime contractor HomeSafe Alliance.

Oversight of HomeSafe Alliance includes continuous contract performance reviews. During initial program roll-out in 2024, DoD members reported record-high customer satisfaction.

Recent increases in business volume uncovered challenges and a decrease in satisfaction. Even so, DoD members remain highly favorable of the smooth information technology integration between contractor HomeSafe Connect system and the government MilMove system. This integration marks a key milestone in providing our service members and their families with greater visibility through a modern digital moving experience. USTRANSCOM remains committed to the relocation transformation and we will continue domestic market phase-in through the summer of 2025 May and begin the international transition in September 2025.

Joint Transportation Management System

The Joint Transportation Management System will deliver business reform across the JDDE's financial and transportation domains to standardize disjointed business processes, reduce legacy Information Technology technical debt, and improve transportation mission capability while ensuring auditability throughout the entire process. USTRANSCOM continues to lead the JTMS program, one of the largest non-weapon-system Information Technology reform initiatives in the DoD, and continues substantial progress in collaboration with Military Services and agencies to map current business processes, continue business process reengineering, and execute acquisition processes to procure a commercially available Enterprise Resource Planning (ERP) solution. The program's analysis of the DoD transportation and financial processes identified thousands of findings which validated gaps that prevent the Department from meeting Financial Improvement and Audit Remediation objectives. JTMS's ERP software will be key to obtaining a clean audit opinion through the development and implementation of internal controls, transaction level transparency, and mitigation of existing material weaknesses and significant deficiencies. USTRANSCOM is on schedule to award a contract for the ERP solution by the summer of 2025.

Conclusion

USTRANSCOM alone possesses the global transportation awareness and authorities necessary to project the Joint Force via air, land, or sea anywhere in the world. Powered by a dedicated team, USTRANSCOM underwrites the lethality of the Joint Force, advances American interests around the globe, and provides the nation's leaders with strategic flexibility – all while creating multiple dilemmas for our adversaries. The JDDE provides credible deterrence daily despite an increasing number of disruptions from determined and sophisticated adversaries and an aging fleet of sealift vessels, air refueling tankers, and airlift aircraft that need recapitalization. The responsive and strategic nature of USTRANSCOM means we must continue to innovate and accelerate the changes necessary to remain ready now and into the future. Contested environments highlight that our actions to deliberately recapitalize organic mobility capabilities, and to modernize the JDDE, must continue for the DoD to maintain our asymmetric advantages and deliver on our national security requirements. I thank Congress for your continued support to the men, women, and mission of USTRANSCOM. We remain dedicated to fight, deliver, and win!

Together, We Deliver!