Fiscal Year 2027 Budget Estimates

The Joint Staff



April 2026

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
The Joint Staff (TJS)

	FY 2025 Actuals	Price Change	Program Change	FY 2026 Enacted	Price Change	Program Change	FY 2027 Request
TJS	1,281,451	24,781	174,437	1,480,669	21,945	1,039,905	2,542,519

I. Description of Operations Financed:
Budget Activity 01 (BA-01)/Operating Forces

The Joint Staff (TJS) Operations ($534,218 thousand) – Twelve major program areas make up the Joint Staff Direct Operation and Maintenance funding for FY 2027: The major programs are (1) Joint Staff Operations Suffolk, MHA; (2) Joint Staff Analytical Support (JSAS); (3) Combatant Commander Initiative Fund (CCIF); (4) Joint Force Development and Design (JFDD); (5) Management Headquarters; (6) Pentagon Reservation Maintenance Revolving Fund (PRMRF); (7) Facilities Sustainment, Restoration & Modernization; (8) Facility Operations; (9) Direct Support to Joint Training Exercise Evaluation Program (JTEEP) Facility Operations; (10) Analysis Working Group Support; (11) Pentagon Reservation (PRMRF) Raven Rock Mountain Complex (RRMC), (12) Office of the Chief Digital and Artificial Intelligence Officer (OCDAO). Analytical Support to Force planning transferred to the Office of the Secretary of War (OSW) in the FY 2025 President's Budget. Non-Conventional Assisted Recovery (NAR) program transferred to United States Special Operations Command (USSOCOM). Direct Support to Joint Training Exercise Evaluation Program (JTEEP) Joint Staff Activities Program transferred into the JTEEP Budget Line item 8PL1.

TJS Cyber ($9,103 thousand) – The Joint Staff Cyber Program delivers cybersecurity capabilities and support to the Joint Staff Chief Information Office (CIO) and Joint Staff environments by implementing the Risk Management Framework for mission networks and applications and by developing and overseeing cybersecurity processes and compliance. It manages and reports on the Cyber workforce and administers the Enterprise Mission Assurance Support Service for Joint Staff use and for Combatant Command users. A key component of this effort is the Department of War (DoW) Enterprise Cyber Range Environment (DECRE), which operates within the Cyber and Command and Control Operational Development Division (C3OD2). DECRE offers expert planning and execution for cyber assessments, supporting testing, training, and exercises. DECRE Command and Control (C2) Information Systems is one of three designated DoW Cyber Ranges which also includes the National Cyber Range Complex, Joint Information Operations Range, and Joint Mission Environment Test Capability's Multiple Independent Layers of Security. C3OD2 provides assessment planning and execution expertise to support cyber project objectives, including testing, training, and exercise support. It delivers commonly deployed joint C2 systems, such as the Global Command and Control System (Joint), Advanced Deep Operations Coordination System, and Joint Range Extension, as well as additional systems as required by each project. It provides the operational environment needed to run these C2 systems, along with the system operators necessary to generate realistic data exchanges or evaluate cyber impacts on system functionality. C3OD2's cyber projects span activities from assessing cyber effects on individual C2 systems to conducting mission rehearsals for real-world scenarios, to training cyber mission teams, and supporting large-scale cyber exercises sponsored by United States Cyber Command and other DoW organizations.

Joint Training Exercise Evaluation Program (JTEEP) ($1,393,798 thousand) – JTEEP enables joint force readiness, future force development and design, strategic messaging and posture (deterrence and assurance), inter-agency integration, multi-national interoperability and strengthening of relationships with our allies and partners. JTEEP funding is the key resource used for the joint training requirements of the Department of War to include exercises for eleven Combatant Commands as well as training that prepares the Services to operate as part of a joint force. These training events and exercises are key to improving mission essential task-based readiness levels as well as supporting the threat based global campaign plans. The priority use of these funds is for the readiness of U.S. forces and the Combatant Command Staffs to execute missions assigned to them by national command authorities. JTEEP includes 11 major sub-programs: (1) Joint Exercise Transportation Program (JETP); (2) Service Incremental Funding (SIF), (3) Joint Support to Combatant Command Exercises; (4) Combatant Command Training and Exercises; (5) Joint National Training Capability (JNTC); (6) Joint Training Coordination Program (JTCP); (7) Joint Knowledge Online (JKO); (8) Joint Training Information Management System (JTIMS); (9) Joint Interoperability & Data Link Training Center (JID-TC); (10) Joint Targeting School (JTS); and (11) Joint Deployment Training Center.

Budget Activity 03 (BA-03)/Training – The Joint Staff activity funded in this budget activity is:

TJS Training/National Defense University (NDU) ($173,748 thousand) - The NDU is the premier center for joint professional military education and the intelligence community, with a main campus on Fort McNair in Washington, D.C. There are three additional campuses supporting the NDU mission: The Joint Forces Staff College located at Norfolk, VA; The Joint Special Operations Master of Arts (JSOMA) program located at Fort Bragg, NC; and the National Intelligence College (NIC) located at Bethesda, MD. The Middle States Commission on Higher Education accredits the NDU. The NDU conducts world-class Joint Professional Military Education (JPME), seminars, symposia, and professional development and conferencing for DoW and Congressional representatives.

The NDU is composed of the following colleges, institutions, and budget activities located at Ft. McNair, Washington, DC, and Norfolk, VA:

- CAPSTONE / PINNACLE / KEYSTONE
- College of International Security Affairs (CISA)
- Dwight D. Eisenhower School of National Security and Resource Strategy
- College of Information Cyberspace (CIC) (formerly Information Resources Management College)
- Institute for National Strategic Studies (INSS)
- Joint Forces Staff College (JFSC)
- National War College (NWC)
- National Intelligence College (NIC)
- NDU Operations
- NDU – Headquarters Activities

Budget Activity 04 (BA-04)/ Administration and Service-wide Activities

Joint Inter-Agency Task Force 401 (JIATF 401) ($431,652 thousand) - The Joint Interagency Task Force 401 (JIATF 401) is the Department of War (DoW) lead organization to counter small Unmanned Aerial Systems (C-sUAS). JIATF 401 synchronizes C-UAS efforts across the DoW to rapidly deliver joint capabilities at scale to defend the homeland, protect U.S. and allied forces, defend critical infrastructure, and assist federal agencies. The task force has a global focus and is a multifaceted organization leading DoW C-sUAS activities at the nexus of OSW, the Joint Staff, Combatant Commands, and the Services. The JIATF 401 will also exercise oversight and funding allocation for the Joint C-sUAS University (JCU) which provides standardized institutional training to the warfighter and government partners. The JIATF 401 is innovative, scalable, and threat adaptive. We have one measure of effectiveness: quickly deliver state of the art c-UAS capability to the warfighter at home and abroad. The Secretary of War designated the Secretary of the Army as the DoW's Executive Agent (EA) for Counter-small Unmanned Aircraft Systems (C-sUAS) and aligned the JIATF 401 as a Chairman's Controlled Activity (CCA) in the Joint Staff. The EA holds the acquisition and procurement authority and oversight for the JIATF 401.

The F 2027 re for Joint Staff includes $2,542,519 thousand of discretionary and $11,530 thousand of mandatory (reconciliation) for a total of $2,554,049 thousand.
The FY 2026 spend plan amount for Joint Staff Operations includes

II. Force Structure Summary:
N/A

III. Financial Summary ($ in Thousands):

		FY 2026				
			Congressional Action			
A. BA Subactivities	FY 2025 Actuals	Budget Request	Amount	Percent	Current Enacted	FY 2027 Request
BA-01. Operating Forces	**$1,153,052**	**$1,449,685**	**$-88,239**	**-6.09%**	**$1,361,446**	**$1,937,119**
The Joint Staff - Operations	$461,533	$414,097	$-6,830	-1.65%	$407,267	$534,218
Joint Training and Evaluation Program	$682,528	$1,026,502	$-81,270	-7.92%	$945,232	$1,393,798
Cyber	$8,991	$9,086	$-139	-1.53%	$8,947	$9,103
BA-03. Training	**$128,399**	**$124,869**	**$-5,646**	**-4.52%**	**$119,223**	**$173,748**
National Defense University	$128,399	$124,869	$-5,646	-4.52%	$119,223	$173,748
BA-04	**$0**	**$0**	**$0**	**0.00%**	**$0**	**$431,652**
Joint Interagency Taskforce 401 (JIATF-401)	$0	$0	$0	0.00%	$0	$431,652
Total	**$1,281,451**	**$1,574,554**	**$-93,885**	**-5.96%**	**$1,480,669**	**$2,542,519**

B. Reconciliation Summary	Change FY 2026/FY 2026	Change FY 2026/FY 2027
BASELINE FUNDING	**$1,574,554**	**$1,480,669**
Congressional Adjustments (Distributed)	-57,700	
Congressional Adjustments (Undistributed)	-24,494	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	-11,691	
Fact-of-Life Changes (2026 to 2026 Only)	0	
SUBTOTAL BASELINE FUNDING	**1,480,669**	
Supplemental	0	
Reprogrammings	0	
Price Changes		21,945
Functional Transfers		27,955
Program Changes		1,011,950
CURRENT ESTIMATE	**1,480,669**	**2,542,519**
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	**$1,480,669**	**$2,542,519**

IV. Performance Criteria and Evaluation Summary:

N/A

V. Personnel Summary:

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Active Military End Strength (E/S) (Total)	**1,514**	**1,514**	**1,596**	**0**	**82**
Officer	1,274	1,274	1,356	0	82
Enlisted	240	240	240	0	0
Reserve Drill Strength (E/S) (Total)	**318**	**318**	**318**	**0**	**0**
Officer	266	266	266	0	0
Enlisted	52	52	52	0	0
Reservists on Full Time Active Duty (E/S) (Total)	**60**	**60**	**60**	**0**	**0**
Officer	55	55	55	0	0
Enlisted	5	5	5	0	0
Civilian End Strength (Total)	**1,264**	**1,198**	**1,351**	**-66**	**153**
U.S. Direct Hire	1,177	1,111	1,264	-66	153
Total Direct Hire	**1,177**	**1,111**	**1,264**	**-66**	**153**
Reimbursable Civilians	87	87	87	0	0
Active Military Average Strength (A/S) (Total)	**1,514**	**1,514**	**1,514**	**0**	**0**
Officer	1,274	1,274	1,274	0	0
Enlisted	240	240	240	0	0
Reserve Drill Strength (A/S) (Total)	**318**	**318**	**318**	**0**	**0**
Officer	266	266	266	0	0
Enlisted	52	52	52	0	0
Reservists on Full Time Active Duty (A/S) (Total)	**60**	**60**	**60**	**0**	**0**
Officer	55	55	55	0	0

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Enlisted	5	5	5	0	0
Civilian FTEs (Total)	**1,249**	**1,198**	**1,351**	**-51**	**153**
U.S. Direct Hire	1,162	1,111	1,264	-51	153
Total Direct Hire	**1,162**	**1,111**	**1,264**	**-51**	**153**
Reimbursable Civilians	87	87	87	0	0
Average Annual Civilian Salary ($ in thousands)	**203.2**	**197.4**	**200.2**	**-5.7**	**2.8**
Contractor FTEs (Total)	**1,801**	**1,751**	**1,648**	**-50**	**-103**

Personnel Summary Explanations:

FY 2027 Budget Adds 153 CIV FTEs:

+50 CIV FTEs and 82 MIL billets supporting the establishment of Joint Inter-Agency Task Force 401 as a Chairman's Controlled Activity within the Joint Staff portfolio.

+64 CIV FTEs associated with the establishment of the National Intelligence College as part of the National Defense university (Formerly the National Intelligence University under the Office of the Director of National Intelligence).

+39 CIV FTEs Joint Staff operations personnel distributed across several key areas to enhance operational effectiveness.

VI. OP 32 Line Items as Applicable (Dollars in thousands):

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
101	EXEC, GEN'L & SPEC SCHEDS	235,355	3,013	-19,769	218,599	603	33,161	252,363
103	WAGE BOARD	706	9	6	721	2	9	732
0199	**TOTAL CIVILIAN PERSONNEL COMPENSATION**	**236,061**	**3,022**	**-19,763**	**219,320**	**605**	**33,170**	**253,095**
308	TRAVEL OF PERSONS	159,709	3,992	159,959	323,660	6,797	62,872	393,329
0399	**TOTAL TRAVEL**	**159,709**	**3,992**	**159,959**	**323,660**	**6,797**	**62,872**	**393,329**
417	LOCAL PURCH SUPPLIES & MAT	0	0	2	2	0	0	2
0499	**TOTAL DEFENSE WORKING CAPITAL FUND SUPPLIES AND MATERIALS**	**0**	**0**	**2**	**2**	**0**	**0**	**2**
672	PRMRF PURCHASES	107,110	-6,914	94	100,290	2,304	1,402	103,996
677	DISA TELECOMM SVCS - REIMBURSABLE	135	0	-135	0	0	0	0
696	DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	0	0	2,500	2,500	122	92	2,714
0699	**TOTAL OTHER FUND PURCHASES**	**107,245**	**-6,914**	**2,459**	**102,790**	**2,426**	**1,494**	**106,710**
703	JCS EXERCISES	343	60	18,207	18,610	-3,654	205,805	220,761
708	MSC CHARTERED CARGO	0	0	31,154	31,154	654	39,899	71,707
719	SDDC CARGO OPS-PORT HNDLG	22,005	5,721	-25,546	2,180	-1,325	14,839	15,694
771	COMMERCIAL TRANSPORT	176,727	4,418	55,950	237,095	4,979	50,112	292,186
0799	**TOTAL TRANSPORTATION**	**199,075**	**10,199**	**79,765**	**289,039**	**654**	**310,655**	**600,348**
912	RENTAL PAYMENTS TO GSA (SLUC)	8,729	218	-971	7,976	167	1,914	10,057
913	PURCHASED UTILITIES (NON-FUND)	3,472	87	3,648	7,207	152	13,614	20,973
914	PURCHASED COMMUNICATIONS (NON-FUND)	6,781	169	-2,979	3,971	84	-24	4,031
917	POSTAL SERVICES (U.S.P.S)	0	0	25	25	1	-1	25
920	SUPPLIES & MATERIALS (NON-FUND)	17,420	437	-2,893	14,964	314	12,632	27,910
921	PRINTING & REPRODUCTION	0	0	27	27	1	-1	27
922	EQUIPMENT MAINTENANCE BY CONTRACT	3,890	98	13,433	17,421	365	-8,436	9,350

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
923	FACILITIES SUST, REST, & MOD BY CONTRACT	28,909	722	1,384	31,015	652	22,967	54,634
925	EQUIPMENT PURCHASES (NON-FUND)	28,539	712	-21,809	7,442	155	122,086	129,683
932	MGT PROF SUPPORT SVCS	177,645	4,440	-5,103	176,982	3,716	-8,353	172,345
933	STUDIES, ANALYSIS & EVAL	14,340	358	26,390	41,088	862	20,803	62,753
934	ENGINEERING & TECH SVCS	90,413	2,261	-44,713	47,961	1,007	16,225	65,193
987	OTHER INTRA-GOVT PURCH	41,964	1,049	2,781	45,794	962	223,764	270,520
989	OTHER SERVICES	124,513	3,112	-20,093	107,532	2,259	189,373	299,164
990	IT CONTRACT SUPPORT SERVICES	32,746	819	2,888	36,453	766	25,151	62,370
0999	**TOTAL OTHER PURCHASES**	**579,361**	**14,482**	**-47,985**	**545,858**	**11,463**	**631,714**	**1,189,035**
9999	**GRAND TOTAL**	**1,281,451**	**24,781**	**174,437**	**1,480,669**	**21,945**	**1,039,905**	**2,542,519**

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Combat Development Activities

	FY 2025 Actuals	Price Change	Program Change	FY 2026 Enacted	Price Change	Program Change	FY 2027 Request
TJS Activities	461,533	-143	-54,123	407,267	6,283	120,668	534,218

I. Description of Operations Financed:

The Joint Staff, FY 2027: $534,218 thousand: There are 11 major programs areas that make up this Joint Staff (JS) budget. The details are provided below by each major program area.

1. Joint Staff Operations Suffolk – Management Headquarters Activities: This funding supports JS operations at the DoW Complex located in Suffolk, VA. This includes the JS J7 Joint Warfighting Development, Joint Training and Office of Support Services, Directorate of Management and J6 Deputy Directorate South. Elements of this program include facility maintenance, security, information technology and communication services, administrative, and logistical support.

2. Joint Staff Analytical Support (JSAS) Program: This program delivers advanced analytical support capabilities to the Chairman of the Joint Chiefs of Staff (CJCS) and Combatant Commands (CCMD). It provides the tools, infrastructure, and expertise necessary to conduct comprehensive analyses and present actionable insights, enabling the CJCS to fulfill statutory responsibilities effectively. Core outputs of the JSAS Program include extensive force structure evaluations, development of joint force courses of action, synthesis of lessons learned, and decision-support studies. These efforts facilitate informed decision-making and the implementation of timely, cost-efficient initiatives to enhance operational effectiveness of the Joint Force. Summary-level descriptions of the seven JSAS sub-categories include:

2.1 Joint Collaborative Analysis (JCA): The JCA provides essential analytical capabilities to support the CJCS in decision-making related to force structure assessments and Global Force Management. The JCA encompasses readiness, availability, and employment data analysis; development of joint courses of action; and joint and coalition analyses that directly support the missions of the CCMDs and JS. These capabilities enable the delivery of globally integrated, prioritized, and risk-informed recommendations, ensuring the most effective and efficient use of forces to achieve the objectives of the National Military Strategy, all while leveraging cost-effective solutions tailored to meet the Chairman's requirements.

2.2 Functional Capabilities Boards (FCB): The FCBs provide analytic support for the Joint Requirements Oversight Council (JROC) and support the JROC by integrating stakeholder views (OSW, CCMDs, Services, Defense Agencies, JS, and other federal agencies) in concept development, capabilities planning, and force development and design to ensure the U.S. military can execute assigned missions. The FCBs provide assessments and recommendations that enhance capabilities integration, examine concept required capabilities, examine joint priorities among existing and future programs, assess program alternatives (including unclassified, collateral, compartmented, and special access programs), minimize duplication of effort throughout the Services, and provide oversight in the

management Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) of materiel and non-materiel changes that support the National Defense Strategy and military strategies to achieve optimum effectiveness and efficiency of the Armed Forces.

2.3 Joint Logistics: This provides strategic guidance with a global perspective to the joint logistics enterprise to advocate for CCMD requirements while accounting for Service responsibilities enabling timely, effective, and efficient initiatives to improve logistics processes, practices, capabilities, and advanced technologies for the Joint Force. This group provides the best possible focused logistics advice to the CJCS through developed detailed readiness assessments, concept development and analyses, multi-national and interagency partnerships, joint doctrine and education development, and a comprehensive understanding of resources, supply, maintenance, distribution, operational contract support and services, preferred munitions and engineering and cross-servicing arrangements.

2.4 Joint Planning and Execution: This establishes an analytic baseline for developing scenarios, contingency operations, force requirements, and necessary equipment required for effective operational planning and execution. Additionally, Joint Planning and Execution serves as the cornerstone for strategic analysis supporting the Planning, Programming, Budgeting, and Execution process.

2.5 Management of Joint Training Programs: This provides policy guidance and technical support for joint training programs throughout the Joint Force to facilitate improvements in comprehensive joint readiness. Through a four-phased, plans-based methodology, ensures joint training programs align with assigned missions consistent with command priorities, required capabilities, and available resources. Joint training programs include a range of individual and collective training activities across academic, simulated and realistic field training settings executed to assess the organization's capability to perform its mission(s) and address any gaps in required proficiency.

2.6 Chairman's Exercise Program: This improves the capability and readiness of U.S. forces as well as Interagency and Interorganizational partners to ensure a whole of government approach to the conflict continuum through the conduct of regularly scheduled strategic, national level, and globally integrated exercises and senior leader events. These exercises and events examine plans, policies, and procedures under a variety of real-world and simulated crises addressing the Nation's priority strategic challenges through multi-agency collaboration and alignment.

2.7 Chairman's Joint Lessons Learned Program (JLLP): Fulfills the CJCS Title 10 requirement to provide policy, processes, and infrastructure for a lessons learned program for the Armed Forces in support of Joint Force Development and Design. Provides policy to build integrated and interoperable processes for a lessons learned community of practice across the JS, CCMDs, Services, Combat Support Agencies, and Chairman's Controlled Activities plus Multinational and Interagency partners. The JLLP provides analytical capability to conduct collection, analysis and assessment of lessons learned for CJCS designated operations, exercises, training, wargames, rehearsals, and experiments. The primary focus of the JLLP is on Joint Strategic Level issues to promote Global Integration and the assessment of ELITE CONSTELLATION and Joint Warfighting Concept implementation. This provides issue resolution processes required to institutionalize improvements in DOTMLPF-P across the Joint Force and provides the Joint Lessons Learned Information System as the common knowledge management infrastructure for the JLLP community of practice.

2.8 The Allies and Partners Force Development Division (APFDD): The APFDD develops collaborative Force Development capabilities between the Joint Force, Allies and Partners through coordinated engagements to prevail in competition and conflict. The APFDD directly contributes to our allies and partners development of future capabilities and forces that are interoperable with the U.S. Understanding the U.S. development plan for future forces ensures that Allies and partners develop their own forces with complimentary capabilities. This ensures that in the future the JS will be able to rely on key allies and partners for a coordinated approach to threats throughout the world. The APFDD is divided into two branches: 1) the Engagement Branch supports senior O-6/O-5 liaison officers from 23 separate nations and develops relationships between force development senior leaders through Key Leader Exchanges both in the U.S. and abroad; and 2) the Multi-national Capability Development Campaign leads the efforts of 25 nations/inter-governmental organizations to deliver non-materiel capability development interoperability. Funding supports U.S. led projects and other engagements with multinational and coalition partners.

3. Combatant Commander Initiative Fund: This enables the CJCS to act quickly to support the CCMDs when they lack flexibility or resources to solve emergent challenges and unforeseen contingency requirements critical to joint war fighting readiness and national security interests. Initiatives are evaluated on their individual merits, with the strongest candidates for approval supporting CCMD activities and functions, enhancing interoperability, and yielding high benefits at low cost. Initiatives support authorized activities such as force training, joint exercises, contingencies, command and control, military education and training of foreign personnel, defense personnel expenses for bilateral or regional cooperation programs, urgent and unanticipated humanitarian relief and reconstruction assistance, force protection, and joint war fighting capabilities.

4. Joint Force Development Design: This is an enterprise approach to enhance DoW decision making for current and future readiness by aligning force development and design to mitigate future joint force deficiencies. This synergized and synchronized way forward accelerates the development, implementation, and integration of new threat-based Joint Warfighting Concepts and concepts of operation through experimentation, wargaming, doctrine, professional military education, and information architecture integration and development to gain and maintain the competitive advantages necessary to deter and defeat adversaries. The FY 2027 request focuses on support to ELITE CONSTELLATION (EC) program improvements of capabilities established with the Joint Force Development and Design effort and provide the ability to address ELITE CONSTELLATION requirements in exercises; Universal Joint Task List analytical support gaps directly related to EC; inclusion of EC elated revisions into joint doctrine publications; facilitates integration coordination of whole of government interagency participation in EC events; address Application Programming Interface and single sign on capabilities, encryption of data and cataloguing to ensure content is captured, integrated, and cross-walked into tools supporting EC; and further identify relevant capabilities to advance Joint Warfighting Concept implementation.

5. Core Management Headquarters: Provides general support of the Joint Staff in following key areas:

5.1 Office of the Joint Staff Comptroller: Operates an auditable accounting system for JS time and attendance, budget formulation for congressional justification books, recording financial transactions, accounting, financial reporting, acquisition package development, audit sustainment, and management of official representation funds.

5.2 Command, Control, Communications and Computers/Cyber Directorate, Joint Staff Chief Information Officer (J-6): The J-6 provides expertise in support of the CJCS's core responsibilities and in advancing C4/Cyber across all domains to enable a globally integrated Combined/Joint Force. The J-6 Directorate is the lead JS advocate for the integration, modernization, and innovation of C4/Cyber capabilities for the Combined/Joint Force. The J-6 provides

CJCS military advice in advancing cyber defense, Joint/Coalition interoperability, and C2 systems capabilities required by the Joint Force. The J-6 fulfils crucial JS Chief Information Officer responsibilities by implementing rigorous management frameworks and oversight processes that secure, sustain, and enhance JS mission-critical networks.

5.3 Joint Staff Security Office: The Joint Staff Security Office provides enterprise-wide program management and operational oversight of multiple security programs in support of the CJCS and the JS. Also provides armed security forces for the protection of the National Military Command Center.

5.4 Office of the Secretary, Joint Staff (SJS): The SJS provides the Nation's top military leadership with effective and timely action processing and information management operations that enable the corporate decision-making process for the CJCS and other JS leaders. The Joint Secretariat manages the JS action process, provides enterprise-wide business tools training to incoming members of the JS using the Enterprise Task Management Software platform as the decision-making tool, ensures statutorily compliant records management on the JS and for the CCMDs, manages the JS Freedom of Information Act and declassification review processes as directed by law, directs JS knowledge management resources, NIPR/SIPR portal administration, and National Miliary Command Center Support, and provides administrative services to the Top-4, all in support of the CJCS's role as the Principal Military Advisor to the President, Secretary of War, and National Security Council.

5.5 Joint Staff Force Development Directorate (J-7): The J-7 leads the development of the Joint Force through joint training, leader development, capability and concept development supporting successful execution of the National Military Strategy. The J-7 is a learning organization focused on leading Joint Force Development, whose cohesive teams leverage partners and communicates relentlessly to enable a global Joint Force optimized for a dynamic and ever-changing security environment. The J-7 accomplishes its mission through the Deputy Director, Joint Training, Joint Warfighting Development (DDJWD) and Deputy Director for Joint Force Integration (DDJFI). The Deputy Director, Joint Training provides distributed training platforms for the entire DoW through the development, delivery, and enabling of a continuum of individual, staff, and collective joint training to enhance the operational effectiveness of the current and future Joint Force. It is responsible for the planning and execution of ELITE CONSTELLATION campaign and ensures the execution and provisioning for joint training capabilities resident at the Suffolk compound that provides 24/7 online training and education support to the Joint Force. The DDJWD provides Joint Education and Doctrine, Allies and Partners Force Development, Futures and Concepts, and Joint Experimentation, Wargaming and Knowledge and Data actions, activities, capabilities, services, and support to execute the J-7 Joint Force Development Design mission.

5.5.1 Joint Wargaming and Experimentation Division (DDJFI): This funding supports the Title 10 and CJCS requirements to plan, design and execute the Globally Integrated Wargame series and to develop a campaign approach to joint experimentation. This approach includes an annual Joint Experimentation Forum, promulgating experimentation guidance, and operations and maintenance for the Joint Experimentation Network. Funding provides travel and training and supports analysis subject matter expertise that work across the Joint Wargaming Experimentation Division organization to support analytic efforts necessary for Joint Force Development and Design to evaluate the Joint Warfighting Concept and its Key Operational Problems and Concept Required Capabilities.

5.5.2 Futures and Concepts Division, DDJWD: This funding supports the Title 10 and CJCS requirements to include threat-informed joint concepts that drive capability development. Specifically, joint futures and concepts are the CJCS's responsibility to express a vision for the future joint force; addressing operational problems on a 20-year horizon; identifying Joint Force development and Design implications; and identifying capabilities required to mitigate and solve future joint warfighting gaps.

5.5.3 Joint Doctrine and Education Division, DDJWD: This fulfills Title 10 and CJCS requirements to provide policy guidance for joint professional military education (JPME), ensure policy compliance, improve effectiveness and support the conduct of assessments of JPME program outcomes to determine if Combatant Commanders and the CJCS are receiving the officers with the right skills to conduct global campaigns, combatant command campaigns, and execute joint warfighting in armed conflict. This fulfills requirements to manage the CJCS joint doctrine process, maintain and operate the CJCS electronic publishing effort, DoW terminology program, manage the information technology family of systems for all of DoW; oversee the CJCS doctrine development system by revising current joint doctrine and developing new joint doctrine; act as the Chairman's assessment agent for joint doctrine; manage the Universal Joint Task List used by Combatant Commanders to determine and report mission readiness.

5.5.4 Office of Irregular Warfare & Competition, DDJFI: The Office of Irregular Warfare & Competition assesses, conceptualizes, develops, and contributes to the employment of the Joint Force in irregular wars and strategic competition to implement the Joint Warfighting Concept, the Joint Concept for Competing and to integrate these into force development and design. Funding provides travel, training, and analytic support required to execute these tasks assigned to CJCS. These requirements include the annual Joint Irregular Warfare Assessment, quarterly Irregular Warfare/ Executive Steering Committee and monthly working groups as required by DoDD 3000.07; and integrating the roles and responsibilities of the Joint Force in competition into force development in accordance with CJCSI 3030.01. Additionally, Office of Irregular Warfare & Competition serves as the CJCS's principal staff advisor regarding irregular warfare and the Joint Force in competition in all joint strategic planning, assessment, development, requirement, and other related processes.

5.6 Joint Staff Support Service Office: This provides maintenance support for facilities and new construction and renovation of existing spaces and also executes rent costs, facilities, and utilities located in the Pentagon and Hampton Roads, VA.

5.7 Information Technology Customer Relations Division: This coordinates across the JS and oversees, funds, and facilitates the provisioning, operation, and life cycle maintenance of Information Technology capabilities and services for the JS.

6. Pentagon Reservation Maintenance Revolving Fund (PRMRF): This funds the JS share of the maintenance, sustainment, protection, repair, and renovation of the Pentagon Reservation. The PRMRF budget request includes TJS rent, force protection provided by the Pentagon Force Protection Agency, and real property operations to include standard maintenance, repair, and utilities. Annual funding requirements also include the costs of real property operations and security of Raven Rock Mountain Complex. The Washington Headquarters Service (WHS) is the executive agent for Raven Rock Mountain Complex, and tenants share financing of operations via the PRMRF Defense Working Capital Fund. The JS share of construction and maintenance of the Unified Command Center, which includes the National Military Command Center, Resource Situational Awareness Center, and National Joint Operations and Intelligence Center, is also included in the PRMRF line.

7. Facilities Sustainment, Restoration & Modernization: This funds facility and life cycle maintenance support functions including maintenance and repair projects and minor construction accomplished by the Pentagon's in-house and contracted workforce. The program executes work orders for facility related repairs/upgrades and plans and executes minor construction and renovation projects supporting the annual improvement program and various JS directorates.

8. Facility Operations: This funds facility leases and utilities that are not considered a Management Headquarters Activity in nature but support the remainder of the JS not associated with the JTEEP program.

9. Direct Support to JTEEP Facility Operations: Funding supports JS operations at the DoW Complex located in Suffolk, VA. Elements of support include facility leases and utilities. The Joint warfighting operational readiness support hub is a premier facility that supports the planning, execution, and evaluation of joint exercises, wargames, and integration activities. The facility provides technical control for joint enterprise networks and simulations, as well as joint integration and interoperability labs. With its highly adaptable and secure spaces, including SCIFs, the facility enables the joint forces to conduct global warfighter training as scale in a realistic environment, enhancing warfighter readiness, and joint force development and interoperability.

10. Analysis Working Group Support: This provides support to execute prioritized studies and reform the analytical enterprise through enhanced modeling and simulation and infrastructure improvements. The AWG supports modeling and simulation tools and methods, computational capacity, portfolio expansion, and workforce challenges. Initial lines of effort focus on analytic infrastructure reform, knowledge management reform, improved integration for campaign analysis, and rapid capability Concept of Operations (CONOPS) development. Resources fund allies and partner data sets to support rapid CONOPS development; development of CONOPS Red Teams; and maintenance and development of specialized modeling and simulation toolsets.

11. Office of the Chief Digital and Artificial Intelligence (AI) Officer (OCDAO): The OCDAO was established effective August 20, 2024, to lead and synchronize JS digital modernization working in collaboration with each of the JS Directorates, the Office of the Secretary of War (OSW), the Services, and the CCMDs. The JS OCDAO integrates data, analytics, and AI into JS core functions and empowers the JS with access to data products and digital platforms to enhance decision-making, operational efficiency, and warfighting decision advantage.

The FY 2026 spend plan amount for Joint Staff Operations includes $407,267 thousand of discretionary and $0 thousand of mandatory (reconciliation) for a total of $407,267.

The FY 2027 request for Joint Staff Operations includes $534,218 thousand of discretionary and $11,530 thousand of mandatory (reconciliation) for a total of $545,748. FY 2027 mandatory funding invests in Joint Staff Facilities, Sustainment, Restoration, and Modernization.

II. Force Structure Summary:
N/A

III. Financial Summary ($ in Thousands):

		FY 2026				
			Congressional Action			
A. BA Subactivities	**FY 2025 Actuals**	**Budget Request**	**Amount**	**Percent**	**Current Enacted**	**FY 2027 Request**
Joint Staff Operations - Suffolk JTEEP Spt	$1,788	$1,643	$0	0.00%	$1,643	$2,298
Joint Staff Analytical Support	$32,496	$37,292	$2,184	5.86%	$39,476	$54,904
Combatant Commanders Initiatives Fund	$2,981	$2,981	$0	0.00%	$2,981	$2,981
Joint Force Development & Design	$33,841	$25,785	$2	0.01%	$25,787	$28,463
Management Headquarters OCJCS	$232,437	$221,916	$-7,809	-3.52%	$214,107	$234,867
Pentagon Reservation	$63,313	$59,024	$0	0.00%	$59,024	$60,683
Facilities Restoration & Modernization	$371	$737	$0	0.00%	$737	$631
Facilities Sustainment	$402	$410	$0	0.00%	$410	$410
Facility Operations	$11,959	$11,965	$0	0.00%	$11,965	$12,282
JTEEP Facility Operations Direct Support	$2,516	$2,567	$0	0.00%	$2,567	$1,004
JTEEP Staffing Direct Support	$26,720	$0	$0	0.00%	$0	$0
Support for Analysis Working Group	$3,824	$3,677	$0	0.00%	$3,677	$26,632
Pentagon Reservation RRMC	$43,797	$41,266	$0	0.00%	$41,266	$43,313
Chief Data Office - Dashboard	$5,088	$4,834	$-1,207	-24.97%	$3,627	$65,750
Total	**$461,533**	**$414,097**	**$-6,830**	**-1.65%**	**$407,267**	**$534,218**

B. Reconciliation Summary	Change FY 2026/FY 2026	Change FY 2026/FY 2027
BASELINE FUNDING	**$414,097**	**$407,267**
Congressional Adjustments (Distributed)	-2,700	
Congressional Adjustments (Undistributed)	-2,017	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	-2,113	
Fact-of-Life Changes (2026 to 2026 Only)	0	
SUBTOTAL BASELINE FUNDING	**407,267**	
Supplemental	0	
Reprogrammings	0	
Price Changes		6,283
Functional Transfers		27,255
Program Changes		93,413
CURRENT ESTIMATE	**407,267**	**534,218**
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	**$407,267**	**$534,218**

FY 2026 President's Budget Request (Amended, if applicable)	**$414,097**
1. Congressional Adjustments	$-6,830
a) Distributed Adjustments	$-2,700
1) Program Increase - P.L. 115-68 implementation	$2,300
2) Unjustified Growth	$-5,000
b) Undistributed Adjustments	$-2,017
1) Historical Unobligated Balances	$-1,713
2) Projected Underexecution of Civilian Compensation (Excludes SOCOM, CYBERCOM, and Intelligence Activities)	$-304
c) Adjustments to Meet Congressional Intent	$0
d) General Provisions	$-2,113
1) Sec 8136 Mgt Efficiencies	$-2,113
FY 2026 Appropriated Amount	**$407,267**
2. Supplemental Appropriations	$0
a) Supplemental Funding	$0
3. Fact-of-Life Changes	$0
a) Functional Transfers	$0

b) Technical Adjustments $0

c) Emergent Requirements $0

FY 2026 Baseline Funding $407,267

4. Reprogrammings (Requiring 1415 Actions) $0

a) Increases $0

b) Decreases $0

Revised FY 2026 Estimate $407,267

5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings $0

a) Less: Supplemental Funding $0

FY 2026 Normalized Current Estimate $407,267

6. Price Change $6,283

7. Functional Transfers $27,255

a) Transfers In $27,255

1) Analytic Wargaming Tool $22,955
Transfers funding and responsibility for the Analytic Wargaming Tool from Operation and Maintenance, Army to Operation and Maintenance, Defense-Wide for execution by the Joint Staff.
(FY 2026 Baseline: $0 thousand)

2) Orion $4,300

Transfers program Operations and Maintenance baseline for the Orion effort from the Office of the Secretary of War, Chief Digital and Artificial Intelligence Officer to the Joint Staff within Operation and Maintenance, Defense-Wide.
(FY 2026 Baseline: $0 thousand)

b) Transfers Out $0

8. Program Increases $93,458

a) Annualization of New FY 2026 Program $0

b) One-Time FY 2027 Increases $0

c) Program Growth in FY 2027 ..... $93,458

1) Administrative Support to JIATF-401 ..... $3,528
Provides funding for Joint Staff administrative support, including Defense Finance and Accounting Service, Financial Improvement and Audit Readiness, supplies, facilities, security, and other essential services due to the Joint Interagency Task Force 401 (JIATF 401) newly established as a Chairman Controlled Activity to lead the Department's Counter-small Unmanned Aircraft Systems initiatives. JIATF 401 is tasked with developing capabilities to address the global proliferation of small Unmanned Aircraft Systems both on and off the battlefield.

(FY 2026 Baseline: $0 thousand)

2) Chief Digital and Artificial Intelligence Officer $62,137
Increase funds investments in digital modernization needed to transform the Joint Staff into an "AI-first" warfighting force in order to maintain America's military dominance in the digital age by creating the data-infused, AI-enabled environment envisioned by the Department's AI strategy.
(FY 2026 Baseline: $3,627 thousand)

3) CIVPAY $7,662
The funding increase fully supports civilian pay requirements to accommodate an additional 39 FTEs necessary to address critical mission needs. These additional personnel will be distributed across several key areas to enhance operational effectiveness. Specifically, 12 FTEs will be allocated to support the Joint Interagency Task Force-401, 10 FTEs will be assigned to the Chief Data and Artificial Intelligence Office, and 8 FTEs will bolster the Joint Staff Directorate for Operations. Furthermore, 5 FTEs will be dedicated to the Analysis Working Group, and 4 FTEs will provide direct support to the Chairman

of the Joint Chiefs of Staff. The FY 2026 baseline includes $139,435 thousand and 715 FTEs, with this proposal increasing the total by 39 FTEs to meet mission-critical requirements.

(FY 2026 Baseline: $139,435 thousand; 715 FTEs; +39 FTEs)

4) Critical Communications.....$6,000
Funding ensures that the CJCS and other senior leaders, JS, and CCA's have secure, reliable, and interoperable communication capabilities, including video teleconferencing, across various networks like NIPR, SIPR, and JWICS. This infrastructure is critical for command and control, enabling joint operations and collaboration with mission partners. The modernization of this infrastructure, such as the move to a Joint Information Environment, aims to consolidate services, reduce costs, and enhance security and data-sharing capabilities.
(FY 2026 Baseline: $39,832 thousand)

5) Joint Requirements Oversight Council Modernization $10,500
Modernization effort will streamline and accelerate the identification of the top priority Joint Force needs and the solutions required to fulfill them; facilitate more rigorous engagement with industry; and greater integration of requirements determination and resource prioritization to ensure budgeting decisions are focused on the most critical needs and can deliver an integrated and effective Joint Force.
(FY 2026 Baseline: $4,710 thousand)

6) Pentagon Reservation Maintenance Revolving Funds - Rents.....$1,401
Increase fully funds the Joint Staff Washington Headquarters Services rent requirements.
(FY 2026 Baseline: $100,290 thousand)

7) Rents/Utilities $733
Fully funds rents and utilities costs for the Joint Staff facilities outside of the Pentagon Reservation.
(FY 2026 Baseline: $12,733 thousand)

8) Temporary Duty.....$1,497
Increase funds forecast travel costs supporting global integration, operations, and engagements.
(FY 2026 Baseline: $5,660 thousand)

9. Program Decreases .....$-45

a) Annualization of FY 2026 Program Decreases $0

b) One-Time FY 2026 Increases $0

c) Program Decreases in FY 2027 ..... $-45

1) Miscellaneous Minor Adjustments ..... $-45
Decreases funds for costs associated with transportation, communication, postal, and equipment.
(FY 2026 Baseline: $5,119 thousand)

FY 2027 Budget Request $534,218

IV. Performance Criteria and Evaluation Summary:

N/A

V. Personnel Summary:

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Active Military End Strength (E/S) (Total)	**1,188**	**1,188**	**1,188**	**0**	**0**
Officer	980	980	980	0	0
Enlisted	208	208	208	0	0
Reserve Drill Strength (E/S) (Total)	**312**	**312**	**312**	**0**	**0**
Officer	260	260	260	0	0
Enlisted	52	52	52	0	0
Reservists on Full Time Active Duty (E/S) (Total)	**44**	**44**	**44**	**0**	**0**
Officer	39	39	39	0	0
Enlisted	5	5	5	0	0
Civilian End Strength (Total)	**945**	**758**	**758**	**-187**	**0**
U.S. Direct Hire	944	757	757	-187	0
Total Direct Hire	**944**	**757**	**757**	**-187**	**0**
Reimbursable Civilians	1	1	1	0	0
Active Military Average Strength (A/S) (Total)	**1,188**	**1,188**	**1,188**	**0**	**0**
Officer	980	980	980	0	0
Enlisted	208	208	208	0	0
Reserve Drill Strength (A/S) (Total)	**312**	**312**	**312**	**0**	**0**
Officer	260	260	260	0	0
Enlisted	52	52	52	0	0
Reservists on Full Time Active Duty (A/S) (Total)	**44**	**44**	**44**	**0**	**0**
Officer	39	39	39	0	0

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Enlisted	5	5	5	0	0
Civilian FTEs (Total)	**848**	**677**	**716**	**-171**	**39**
U.S. Direct Hire	847	676	715	-171	39
Total Direct Hire	**847**	**676**	**715**	**-171**	**39**
Reimbursable Civilians	1	1	1	0	0
Average Annual Civilian Salary ($ in thousands)	**202.1**	**205.8**	**205.8**	**3.7**	**0.0**
Contractor FTEs (Total)	**519**	**564**	**523**	**45**	**-41**

Personnel Summary Explanations:

The FY 2027 funding increase fully supports civilian pay requirements to accommodate the following:

+12 FTEs will be allocated to support the Joint Interagency Task Force-401
+10 FTEs will be assigned to the Chief Data and Artificial Intelligence Office
+8 FTEs will bolster the Joint Staff Directorate for Operations
+5 FTEs will be dedicated to the Analysis Working Group
+4 FTEs will provide direct support to the Chairman of the Joint Chiefs of Staff

VI. OP 32 Line Items as Applicable (Dollars in thousands):

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
101	EXEC, GEN'L & SPEC SCHEDS	171,125	2,190	-34,239	139,076	383	7,650	147,109
103	WAGE BOARD	56	1	0	57	0	12	69
0199	**TOTAL CIVILIAN PERSONNEL COMPENSATION**	**171,181**	**2,191**	**-34,239**	**139,133**	**383**	**7,662**	**147,178**
308	TRAVEL OF PERSONS	6,287	157	531	6,975	147	1,496	8,618
0399	**TOTAL TRAVEL**	**6,287**	**157**	**531**	**6,975**	**147**	**1,496**	**8,618**
417	LOCAL PURCH SUPPLIES & MAT	0	0	2	2	0	0	2
0499	**TOTAL DEFENSE WORKING CAPITAL FUND SUPPLIES AND MATERIALS**	**0**	**0**	**2**	**2**	**0**	**0**	**2**
672	PRMRF PURCHASES	107,110	-6,914	94	100,290	2,304	1,402	103,996
696	DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	0	0	2,500	2,500	122	92	2,714
0699	**TOTAL OTHER FUND PURCHASES**	**107,110**	**-6,914**	**2,594**	**102,790**	**2,426**	**1,494**	**106,710**
771	COMMERCIAL TRANSPORT	174	4	296	474	10	-7	477
0799	**TOTAL TRANSPORTATION**	**174**	**4**	**296**	**474**	**10**	**-7**	**477**
912	RENTAL PAYMENTS TO GSA (SLUC)	8,729	218	-1,037	7,910	166	1,915	9,991
913	PURCHASED UTILITIES (NON-FUND)	2,601	65	2,157	4,823	101	8,953	13,877
914	PURCHASED COMMUNICATIONS (NON-FUND)	6,781	169	-3,017	3,933	83	-23	3,993
917	POSTAL SERVICES (U.S.P.S)	0	0	25	25	1	-1	25
920	SUPPLIES & MATERIALS (NON-FUND)	2,684	68	-1,080	1,672	35	238	1,945
922	EQUIPMENT MAINTENANCE BY CONTRACT	416	11	10,108	10,535	221	-10,135	621
923	FACILITIES SUST, REST, & MOD BY CONTRACT	242	6	-24	224	5	212	441
925	EQUIPMENT PURCHASES (NON-FUND)	5,047	126	-4,487	686	14	-14	686
932	MGT PROF SUPPORT SVCS	32,361	808	-23,474	9,695	203	-1,246	8,652
933	STUDIES, ANALYSIS & EVAL	13,490	337	20,201	34,028	714	17,427	52,169
934	ENGINEERING & TECH SVCS	25,505	638	-10,947	15,196	319	-1,570	13,945

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
987	OTHER INTRA-GOVT PURCH	20,818	520	-15,521	5,817	123	66,436	72,376
989	OTHER SERVICES	37,200	930	7,741	45,871	964	10,074	56,909
990	IT CONTRACT SUPPORT SERVICES	20,907	523	-3,952	17,478	368	17,757	35,603
0999	**TOTAL OTHER PURCHASES**	**176,781**	**4,419**	**-23,307**	**157,893**	**3,317**	**110,023**	**271,233**
9999	**GRAND TOTAL**	**461,533**	**-143**	**-54,123**	**407,267**	**6,283**	**120,668**	**534,218**

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Combat Development Activities

	FY 2025 Actuals	Price Change	Program Change	FY 2026 Enacted	Price Change	Program Change	FY 2027 Request
JTEEP	682,528	22,284	240,420	945,232	13,993	434,573	1,393,798

I. Description of Operations Financed:

The FY 2027 budget requests $1,393,798 thousand to support the exercise and engagement requirements of the eleven Combatant Commands (CCMD), increase joint context in Service exercises, train individuals in key joint skills, and provide joint training enablers to the CCMDs and Services. In addition, FY 2027 supports an annual Large Scale Global Exercise/ ELITE CONSTELLATION that will stress global integration of the force across multiple levels of command and control in the conduct of Joint All Domain Operations. The increased funding enhances joint exercises within INDOPACOM and select CCMDs to execute ELITE CONSTELLATION, a campaign of exercise and training events that collectively prepare the Joint Force for a transregional, multi-functional and multi-domain conflict against a near-peer adversary. ELITE CONSTELLATION is a multi-year campaign that provides a framework for the Joint Force to conduct globally integrated, multi-domain operations to strengthen warfighting readiness and lethality, enabling the Joint Force to adapt to the changing character of war and deter or defeat global threats. ELITE CONSTELLATION operationalizes the Joint Warfighting Concept through integrated events across the Department of War (DoW) and with mission partners; priorities are to:

- *Increase globally integrated readiness and lethality.*
- *Refine and implement the Joint Warfighting Concept through the ELITE CONSTELLATION campaign.*
- *Adapt Joint Force readiness to the changing global operating environment across all domains.*
- *Enable Joint Force to address global threats while defending the homeland.*
- *Exercise options for rapid decision making in global conflict.*
- *Identify solutions for rapid mobilization and deployment of forces.*
- *Expand integration and interoperability among the interagency and Allies and Partners*

The Secretary of War priorities drive the alignment of Joint Training Exercise Evaluation Program (JTEEP) resources to enable and prepare the military to Defend the Homeland, Revive Warrior Ethos and Reestablish Deterrence – in support of Peace through Strength. The Secretary provided guidance to make this exercise a priority event in the Department to prepare the force to execute global campaign plans against peer adversaries and achieve National Defense Strategy objectives. These JTEEP- funded events improve the readiness of the force to conduct joint operations, highlight U.S. capabilities, deter potential adversaries, build partner capacity, and operationalize the Secretary of War-approved Joint Warfighting Concept. In addition, the Secretary of War has directed JTEEP to

support consolidating some of the eleven CCMD exercises to prepare the force. The CCMD exercise and engagement events are key DoW levers for strategic competition in preparation for warfighting and day-to-day competition. This funding enables over 105 major exercises annually that prepare U.S. forces to execute operational plans, train the combatant command staffs in demanding and realistic environments, provide presence and regional expertise for U.S. allies and partners, and build relationships and trust.

Joint Training Exercise Evaluation Program (JTEEP) Program Summary ($1,393,798 thousand): Funds exercise and training capabilities supporting CCMD exercise programs, theater security cooperation, and Global Campaign Plan objectives; joint context in Service training venues; joint training enablers; and development of a more adaptive joint force.

The JTEEP enables joint force readiness, future force development and design, strategic messaging and posture (deterrence and assurance), inter-agency integration, multi-national interoperability and strengthening relationships with our allies and partners. The JTEEP funding is the key resource used for the joint training requirements of the DoW, including exercises for eleven CCMDs and training that prepares the Services to operate as part of a joint force. These training events and exercises are key to improving mission-essential task-based readiness levels and supporting the threat-based global campaign plans. The priority use of these funds is for the readiness of U.S. forces and the CCMD staffs to execute missions assigned to them by national command authorities.

The JTEEP provides most Combatant Commanders' funds for military-to-military engagement. Because of their international political impact, Combatant Commanders' exercises are tools of national power, and the exercises directly advance the National Defense Strategy. In addition to their primary purpose of training U.S. forces, the Combatant Commanders' exercises have corollary effects that assist in strengthening alliances, shaping the geopolitical environment, as well as providing a realistic environment for the validation of joint concepts and capabilities to enable rapid innovation of joint force development and design.

For Service joint training, the JTEEP program supports the participation of multiple Service units/capabilities in Service training venues; for example, Air Force participation in the Army's pre-deployment exercises at the National Training Center. The JTEEP also provides training enablers for realistic and robust combat training with interagency participation in Service events, realistic opposing forces, feedback and lessons learned, and development of a more adaptive joint force. The JTEEP non-Major Headquarters Activity funding is further subdivided into eleven major sub-programs as follows:

1 Joint Exercise Transportation Program: Funds transportation of personnel and equipment to worldwide joint exercises. This tactical, operational, and strategic lift capability enables Combatant Commanders to train battle staffs and participating forces in joint and combined operations, evaluate contingency and operations plans, and execute theater engagement. The program also provides an opportunity to stress strategic transportation systems as well as command and control and intelligence, surveillance, reconnaissance systems to evaluate their readiness across the range of military operations.

2 Service Incremental Funding (SIF): These are funds provided for Service participation in CCMD Exercise and engagement events. Through a collaborative planning process, CCMDs identify forces required for an exercise. SIF is then provided to pay for the additional costs that the Services would otherwise absorb. This allows CCMDs to achieve Theater Campaign Plan objectives without detrimental impact on Service training budgets. The SIF is essential to the realistic conduct of field training exercises, which include forces in all domains, rather than exercises merely for the headquarters.

3 Joint Staff Support to Combatant Command Exercises: Each year, Combatant Commanders conduct exercises and engagement events. Linked multi-CCMD events informed by the Joint Staff, OSW, and interagency participation advances globally integrated operations to address the Nation's priority strategic challenges as an ELITE CONSTELLATION component. To maximize the effectiveness of these events, the Joint Staff prioritizes support to the CCMDs in accordance with the National Defense Strategy. Joint Staff leads the design, planning and execution of ELITE CONSTELLATION and provides functional and technical support to each CCMD and associated components during the planning and execution of their CCMD Training and Exercises. The support is essential to

battle staff coordination, decision processes, and rehearsal of key Unified Command Plan mission areas. The Joint Staff Joint Force Development Directorate enabling support includes scenario development; observer/trainers; exercise management; and subject matter expertise in Interagency, Information Operations, Cyber Operations, Intelligence, Communications Synchronization, Sustainment and other warfighting functional areas. The program is an enterprise model that eliminates the need for redundant capabilities across each CCMD and optimizes best practice and insight across the Joint Staff. The Joint Staff provides this support to subordinate unified commands and to select Executive Branch organizations during the biennial National Level Exercise.

4 Combatant Command Training and Exercises: The CCMDs are resourced to conduct annual training, exercises, transformation, and engagement events to maximize readiness for assigned missions. This includes small-scale events through major command and national-level or globally integrated exercises. The program supports developing, evaluating, and integrating a single, high-quality training environment. In addition to serving as the operating budget for CCMDs, this program ensures the readiness of CCMD and component staff to execute key operational plans supporting the National Defense Strategy. Increased funding for U.S. Indo-Pacific Command enhances joint exercises that enable joint force readiness, deterrence (via strategic messaging and posture), future force development and design, inter-agency integration, multinational interoperability, and strengthening relationships with our allies and partners. Increased U.S. Southern Command funding will enhance its ability to plan and execute field training exercises in Panama and the Southern Cone of South America. These exercises are crucial for several reasons:

- Multinational Training Opportunities: They provide a platform for the U.S. and its partner nations to train, improving interoperability and coordination among their military forces.
- Demonstrating Commitment: These exercises serve as a visible demonstration of the U.S. and its partners' commitment to maintaining security and stability in the region. This is particularly important for ensuring free and unfettered access to key sea lanes of communication, which are vital for global trade and economic stability.
- Strengthening Partnerships: By engaging in joint exercises, the U.S. can strengthen its relationships with partner nations in the region, fostering greater trust and cooperation.
- Enhancing Regional Security: These exercises help to enhance the region's overall security by preparing forces to respond to various potential threats, from natural disasters to security challenges. Overall, the increased funding will enable U.S. Southern Command to play a more active and effective role in promoting regional stability and security through these critical training exercises.

5 Joint National Training Capability (JNTC): JNTC provides the technical standards, architecture, and development processes required to integrate/link joint training programs across the enterprise. Funding supports the technical integration and interoperability of Joint and Service models and simulations with an integrating architecture of Joint, Live, Virtual, Constructive (JLVC) training capabilities. At scale, the capabilities enable distributed training and exercise for training audiences at the Combatant Command, Joint Task Force, Component Command headquarters, and Service joint tactical levels.

The funding also supports the modernization of the Joint Training Environment through a Modular Open Systems Architecture approach, including a cloud-enabled, web-accessible Joint Training Platform (JTP) and Joint Training Tool (JTT) that support all phases of an exercise (planning, execution, and after action reports). JTP and JTT represent a digital transformation that increases warfighter access to digital and AI-enabled training enablers within the Joint Training Synthetic Environment. This funding will also support the transition to and operation of advanced JLVC capabilities, such as a fully informed simulation environment and non-kinetic effects tools, delivered through JLVC modernization.

Through the centralized maintenance and operation of joint exercise control, simulations, C4, and 40 persistent networked training sites, JNTC enables a Joint, Interagency, Intergovernmental, and Coalition context for the benefit of the entire training enterprise. This DoW enterprise-level capability realizes cost efficiency for the Department by reducing redundant systems, integrating CCMD/Service/Combat Support Agency networks and systems, and maximizing integrated training across the Services and Combatant Commands. This capability directly supports the ELITE CONSTELLATION campaign and the JTEEP program's published goals and objectives (Goal 5) to improve the joint training infrastructure and management, enhancing the joint training environment. Through a network of subject matter experts, JNTC provides a vital link between joint training activities and ongoing operations. This linkage is crucial for institutionalizing lessons learned and lessons anticipated at the speed of need with the changing character of war. JNTC also funds improvements to infrastructure that increase training realism, including enhancements to threat replication, opposition forces, and range infrastructure. These efforts are essential for training the Joint Warfighting Concept and the associated concept-related capabilities that must be exercised at the Service and joint levels. Additionally, this service joint training is foundational to effectively executing extensive global exercises like ELITE CONSTELLATION. In support of JTEEP, JNTC conducts technology modernization efforts to mitigate joint training gaps, including leveraging new cloud environment CJADC2 tools, Artificial Intelligence (Generative AI), and other technologies to deliver the directed training enhancements. Overall, JNTC increases training effectiveness while mitigating gaps and seams between Service-centric training programs.

6 Joint Training Coordination Program (JTCP): Enables the Services and U.S. Special Operations Command to participate in the exercises of the other Services. Through such participation, U.S. forces develop the skills and cross-Service familiarity necessary to operate in a joint environment. The JTCP facilitates the integration of special operations and conventional forces and provides cross-Service participation in pre-deployment exercises at Army's Combat Training Centers, Air Force's Green and Red Flag at Nellis Air Force Base, the Marine Air Ground Task Force Training Command at Twenty-Nine Palms, and the Navy's Fleet Training Program at multiple locations, improving pre-deployment training for warfighters who will be on the front lines.

7 Joint Knowledge Online (JKO): Adaptable 24/7 distributed learning training platform on both classified and unclassified networks, scalable to meet current and emerging individual and staff training needs of CCMD, Combat Support Agency, Service, multinational, coalition, and Interagency organizations. The JKO advances cost-effective training enablers to support frequent, small-facilitated events with training tools that support responsive, just-in-time staff training opportunities and enable perpetual refresher training. The JKO training content, videos, courses, virtual classroom, and scenario simulations address fundamental training requirements of the Joint Staff, Joint Task Forces, CCMDs, Combat Support Agencies, and supporting organizations across the DoW.

8 Joint Training Information Management System (JTIMS) sunset: JTIMS capability has transitioned into the cloud-based, web-enabled Joint Training Tool (JTT) within the JNTC at the end of FY 2025, leveraging the JTT's modern architecture and modular, data-centric approach to development. JTIMS functionality modernized in the JTT supports CJCS Title 10 responsibilities/requirements, CCMDs, Services, Combat Support Agencies, National Guard, and Office of the Secretary of War joint training responsibilities by providing a set of integrated information management capabilities necessary to identify, collect, analyze, develop, store, and disseminate the data required to implement the four phases of the Joint Training System. The JTT integrates with readiness, force sourcing, planning, training, and assessment systems, including Defense Readiness Reporting Systems – Strategic, Joint Capabilities Requirements Manager, Universal Joint Task List Development Tool, and Joint Lessons Learned Information System.

9 Joint Interoperability & Data Link Training Center (JID-TC): Provides tactical data link training and operational support for Joint and Coalition forces through courses offered online, in-residence, and via mobile training teams. As the DoW's sole source of qualified Joint Interface Control Officers (JICO), as well as maintaining coordination of the training of Joint Data Network Operations Officers, the Training Center ensures the timeliness and accuracy of information used by operational commanders at all levels to make warfighting decisions. This directly reduces the risk of fratricide and improves operational effects. In 1999, the Office of the Secretary of War outlined the requirements for a single joint officer (the JICO) and a cell of tactical data link experts to plan, execute, and manage the multi-tactical data link architecture for the Joint Task Force or CCMD. In 2001, the Office of the Secretary of War and the Joint Requirements Oversight Council determined that no single service can mitigate interoperability gaps alone and directed the JID-TC to be the sole DoW provider of joint interoperability training and

JICO production. Additionally, the JID-TC was tasked through Joint Chiefs of Staff Instruction 3151.01D with coordinating the training for the Joint Data Network Operations Officers.

10 Joint Targeting School (JTS): Provides formal operational-level joint targeting instruction to personnel assigned targeting, fires, and planning duties at CCMDs, the Joint Staff, Services, inter-agencies, and partner countries. The JTS delivers instruction to over 1,500 students through six courses for mid-career intelligence, operational officers, and Non-Commissioned Officers. Specifically, JTS provides instruction in Joint Targeting Staff, Combat Assessment, Weaponeering Applications, Joint Staff Familiarization, Joint Staff Familiarization for Partners, and Collateral Damage Estimation (CDE). The JTS is the DoW program manager for CDE accreditation of CDE schools as prescribed in the Chairman of the Joint Chiefs of Staff Instruction 3115.01D series, "No-Strike and the Collateral Damage Estimation."

11 Joint Deployment Training Center: Provides functional training to all CCMDs, Services, and other DoW Agencies for approved Global Command and Control Systems-Joint applications, including Joint Operation Planning and Execution System (JOPES), Common Operational Picture, and Integrated Imagery and Intelligence. Through the Joint Deployment Training Center (JDTC), the Joint Staff provides training on various Global Force Management (GFM) related tools, including JOPES, Joint Capabilities Requirements Manager, Preferred Force Generation, Logbook, and GFM Toolset. The JDTC also assists in mission analysis and readiness reporting by providing Subject Matter Experts to facilitate analysis, help build situational awareness, and address Joint Task Force Headquarters related sourcing requirement, future force development and design, strategic messaging and posture (deterrence and assurance), inter-agency integration, multinational interoperability and strengthening of relationships with our allies and partners. JTEEP funding is the key resource used for the joint training requirements of the Department of War, to include exercises for eleven Combatant Commands as well as training that prepares the Services to operate as part of a joint force. These training events and exercises are key to improving mission-essential task-based readiness levels and supporting the threat-based global campaign plans. The priority use of these funds is for the readiness of U.S. forces and the Combatant Command Staffs to execute missions assigned to them by national command authorities.

The FY 2027 request for JTEEP includes $1,373,798 thousand of discretionary and $0 thousand of mandatory (reconciliation) for a total of $1,393,798 thousand.

The FY 2026 spend plan amount for JTEEP includes $945,232 thousand of discretionary and $20,000 thousand of mandatory (reconciliation) for a total of $965,232. The FY 2026 Reconciliation funding was needed to cover increased multi-modal transportation costs to support activities in the Indo-Pacific Command area of responsibility.

II. Force Structure Summary:
N/A

III. Financial Summary ($ in Thousands):

		FY 2026				
			Congressional Action			
A. BA Subactivities	**FY 2025 Actuals**	**Budget Request**	**Amount**	**Percent**	**Current Enacted**	**FY 2027 Request**
Joint Training Exercise Evaluation Program (JTEEP)	$682,528	$1,026,502	$-81,270	-7.92%	$945,232	$1,393,798
Total	**$682,528**	**$1,026,502**	**$-81,270**	**-7.92%**	**$945,232**	**$1,393,798**

B. Reconciliation Summary	Change FY 2026/FY 2026	Change FY 2026/FY 2027
BASELINE FUNDING	**$1,026,502**	**$945,232**
Congressional Adjustments (Distributed)	-50,000	
Congressional Adjustments (Undistributed)	-22,281	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	-8,989	
Fact-of-Life Changes (2026 to 2026 Only)	0	
SUBTOTAL BASELINE FUNDING	**945,232**	
Supplemental	0	
Reprogrammings	0	
Price Changes		13,993
Functional Transfers		0
Program Changes		434,573
CURRENT ESTIMATE	**945,232**	**1,393,798**
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	**$945,232**	**$1,393,798**

FY 2026 President's Budget Request (Amended, if applicable)	**$1,026,502**
1. Congressional Adjustments	$-81,270
a) Distributed Adjustments	$-50,000
1) Unjustified Growth	$-50,000
b) Undistributed Adjustments	$-22,281
1) Historical Unobligated Balances	$-22,227
2) Underexecution of Civilian Compensation (Excludes SOCOM, CYBERCOM, and Intelligence Activities)	$-54
c) Adjustments to Meet Congressional Intent	$0
d) General Provisions	$-8,989
1) Sec. 8136 Mgt Efficiencies	$-7,596
2) Sec. 8145 Favorable fuel rate	$-1,393
FY 2026 Appropriated Amount	**$945,232**
2. Supplemental Appropriations	$0
a) Supplemental Funding	$0
3. Fact-of-Life Changes	$0
a) Functional Transfers	$0

b) Technical Adjustments $0

c) Emergent Requirements $0

FY 2026 Baseline Funding $945,232

4. Reprogrammings (Requiring 1415 Actions) $0

a) Increases $0

b) Decreases $0

Revised FY 2026 Estimate $945,232

5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings $0

a) Less: Supplemental Funding $0

FY 2026 Normalized Current Estimate $945,232

6. Price Change $13,993

7. Functional Transfers $0

a) Transfers In $0

b) Transfers Out $0

8. Program Increases $456,357

a) Annualization of New FY 2026 Program $0

b) One-Time FY 2027 Increases $0

c) Program Growth in FY 2027 ..... $456,357

1) Core Readiness Enhancements $264,491
The increase addresses the heightened operational demand by enhancing core capabilities to bolster the Department's joint combat force's warrior lethality in the JTEEP expanding global presence and power projection to defend the Homeland and deter external threats.
(FY 2026 Baseline: $945,232 thousand; 132 FTEs)

2) ELITE CONSTELLATION $104,217
Funds increased multi-modal transportation costs in support of ELITE CONSTELLATION activities which require global transportation of supplies and equipment needed to support Combatant Command joint exercises directly linked to the Secretary's priorities to Maintain Core Readiness, Deter China, and Defend the Homeland.
(FY 2026 Baseline: $313,045 thousand)

3) U.S. European Command Enhancements $15,649
This funding will enhance STEADFAST DETERENCE command post and field training exercises as a capstone exercise to access North Atlantic Treaty Organization progress as a warfighting exercise. This will also support Sensitive Compartmented Information Facility modifications, exercise data engineers, and integration of drone operation in exercise BALTOPS and FORMINABLE SHIELD.
(FY 2026 Baseline: $151,665 thousand)

4) U.S. Indo-Pacific Command Enhancements $72,000
This funding is for the integration of Unmanned Aircraft Systems and Counter-UAS capabilities into operations and exercises. Execution of a global campaign of learning to support the Joint Warfighting Concept and drive future force development and design initiatives. Expansion of modeling & simulation and assessment requirements in new exercises. Enhancement of joint training capabilities, including U.S. Indo-Pacific Command headquarters readiness, operationalization of United States Forces Japan 2.0, certifications for five Joint Task Forces, United States Forces Korea Joint Task Force certification, and traditional observer/mentor roles for special missions. Integration of high-end targets, such as Integrated Air and Missile Defense capabilities and maritime strikes, into Joint Field Training Exercises.
(FY 2026 Baseline: $245,936 thousand)

9. Program Decreases ..... $-21,784

a) Annualization of FY 2026 Program Decreases $0

b) One-Time FY 2026 Increases $0

c) Program Decreases in FY 2027 .....$-21,784

1) Civilian Pay and Compensation .....$-191
The decrease aligns funding with current long term cost projections while maintaining full support for civilian retirement benefits and ensuring continued compliance with government wide retirement funding requirements.
(FY 2026 Baseline: $24,094 thousand; 132 FTEs; +0 FTEs)

2) Contract Reductions.....$-21,491
Reduces advisory and assistant services information technology and service contracts to promote efficiencies and advance the policies of the Administration in alignment with Executive Order 14222, “Implementing the President’s Department of Government Efficiency Cost Efficiency Initiative.”

(FY 2026 Baseline: $200,582 thousand)

3) Efficiencies - Miscellaneous Expense .....$-102
Decrease funds for costs associated with equipment; facilities, sustainment, restoration, and modernization; rents; and services.
(FY 2026 Baseline: $4,855 thousand)

FY 2027 Budget Request $1,393,798

IV. Performance Criteria and Evaluation Summary:

The Joint Training Exercise Evaluation Program (JTEEP) is the primary DoW Joint training program that resources the Combatant Commands (CCMD) and Services to train fully capable Joint forces. In addition to training and readiness benefits, JTEEP funded exercises provide geostrategic advantage with our allies and partners, and a realistic environment to validate and transition future Joint Warfighting Concepts that enhance our competitive advantage. This is the Chairman of the Joint Chiefs keystone program to train U.S. forces in globally integrated operations with allies and partners while also deterring adversaries through posture and campaign activities. JTEEP funded exercises are aligned with National Defense Strategy objectives and enable the force to achieve Global Campaign Objectives against the key adversaries. These exercises stress the integration of joint / combined major force elements to conduct Joint All Domain Operations across multiple echelons of command and control against near peer adversaries.

1. Joint Exercise Transportation Program (JETP). The Joint Staff measures program effectiveness against the Office of Secretary of War (OSW) financial benchmarks and collects common JETP performance measures quarterly from all eleven CCMD.

	FY 2024	FY 2025	FY 2026	FY 2027
Number of Joint Exercises supported with JETP funding	93	109	111	105
Total number of personnel moved with JETP	58,000	90,000	90,000	70,000
Total Tons of equipment moved with JETP	73,000	130,000	130,000	100,000
Total US personnel receiving joint training	138,000	215,000	215,000	175,000

2. Service Incremental Funds (SIF). SIF allows Service Component Commands to support the Combatant Commands' campaign objectives by providing trained and ready forces to over 105 joint exercises each year. The Joint Staff measures program effectiveness against OSW financial benchmarks and collects common SIF performance measures quarterly from all eleven CCMDs.

	FY 2024	FY 2025	FY 2026	FY 2027
Number of US personnel participating in joint exercises through SIF	48,200	67,000	124,309	100,000
Number of personnel attending exercise planning events	16,300	23,865	23,865	20,411

3. Joint Staff Support to Combatant Command Exercises. The Joint Staff provides tailored joint training, exercise design, planning, subject matter experts, professional education, and insights and best practices to Joint Force Commanders. The Joint Staff measures program effectiveness based on customer feedback regarding joint training environment fidelity, technical support and capturing best practices and insights.

	FY 2024	FY 2025	FY 2026	FY 2027
Number of CCMD training events supported	36	47	45	36

4. Combatant Command Training and Exercises. This program develops increased readiness and agility for U.S. forces and battle staffs through realistic and challenging joint/combined training at the strategic, operational and tactical levels. Training and exercise funding enables CCMDs to conduct exercises within complex, multinational operational environments. CCMDs measure the effectiveness of their joint training programs by assessing their staff's readiness to execute assigned missions and achieve Global Campaign Plan objectives.

Combatant Command	FY 2024 Exercises	FY 2025 Exercises	FY 2026 Exercises	FY 2027 Exercises
AFRICOM	10	10	10	8
CENTCOM	10	12	12	8
CYBERCOM	3	3	3	3
EUCOM	18	19	21	21
INDOPACOM	19	22	22	22
NORTHCOM	11	13	13	13
SOCOM	5	5	5	5
SOUTHCOM	8	8	8	8
SPACECOM	3	3	3	3
STRATCOM	4	4	4	4
TRANSCOM	6	10	10	10
Total	**94**	**109**	**111**	**105**

5. Joint National Training Capability (JNTC). The JNTC program provides joint capabilities that support the Services and U.S. Special Operations Command in their requirement to provide trained and ready forces in support of CCMD operational requirements. This program focuses efforts on improving, rather than consuming, readiness and creates a ready surge force consistent with the Chairman's guidance. To do this, the program provides accreditation and/or certification for Service and U.S. Special Operations Command training programs and/or sites. These sites and programs enhance elements of joint context across the JNTC resulting in improved joint training for the warfighter. The decrease in accreditation/certification events is due to a rebalance of workload due to manpower constraints.

	FY 2024	FY 2025	FY 2026	FY 2027
Accreditation and/or certification events	9	10	10	10
Number of accredited programs supported	37	38	38	38
Number of certified sites supported	37	38	38	38

6. Joint Training Coordination Program (JTCP). This program is the most critical element under the JNTC and incentivizes Service participation in other Service Title 10 JNTC accredited training programs by funding the movement of personnel and materiel to and from training sites during both planning and execution phases. JTCP enables the support of realistic joint training focusing on the precepts of the latest DoW strategic guidance in order to fully support the Combatant Commanders and execute missions across the full range of military operations. Historically, not all JNTC accredited training events receive JTCP funding because the demand exceeds available funding. Funding is allocated based on the priorities of the hosting Service and availability of supporting forces. Program effectiveness is measured through quarterly tracking of event/units funded and percentage of Service training events supported.

	FY 2024	FY 2025	FY 2026	FY 2027
Number of training events executed with JTCP	127	127	129	129
Number of units participating with JTCP	393	393	393	393

7. Joint Knowledge Online. The Joint Knowledge Online learning platform provides 24/7 global web-based access for online education and training courses. The capability provides required, theater-entry, and self-paced training to prepare individuals for joint operations and training exercises. Program effectiveness is measured through quarterly tracking of online course completions and number of CCMD joint exercises and Service training events supported with blended learning opportunities and tailored individual training courses.

	FY 2024	FY 2025	FY 2026	FY 2027
Number of course completions	7,002,919	8,951,992	9,000,000	9,100,000
Number of exercises/events supported with blended learning and tailored training	11	11	11	11

8. Joint Interoperability and Data Link Training Center. This funding supports the delivery of Tactical Data Link and Joint Interface Control Officer training to improve Joint force integration, readiness, and support Combatant Commands' operational needs. Program effectiveness is measured through quarterly collection of number of students trained, number of joint training courses delivered, and number of mobile training teams delivered.

	FY 2024	FY 2025	FY 2026	FY 2027
Number of students trained in classroom settings	752	752	752	752
Number of online graduates	11,000	11,000	11,000	11,000
Number of joint training courses delivered	34	34	34	34
Mobile Training Teams delivered	10	10	10	10

9. Joint Targeting School (JTS). JTS provides doctrinally based joint targeting education and training in order to prepare CCMD, Service, interagency, and allied personnel for operational-level targeting duties. Demand for joint targeting training by the CCMDs is greater than current JTS capacity. Program effectiveness is measured through quarterly collection of number of students trained and number of mobile training teams delivered. JTS plans for a baseline of 1 Mobile Training Team per CCMD per year but provides additional teams if host organizations provide funding.

	FY 2024	FY 2025	FY 2026	FY 2027
Number of in-resident students	1,077	1,249	1,080	1,080
Mobile Training Teams delivered	13	14	14	14

10. Joint Deployment Training Center. The Joint Deployment Training Center provides functional training to CCMDs, Services, and Combat Support Agencies on Department of War joint command and control systems of record. This training results in warfighters able to plan, deploy/redeploy, manage, and maintain situational awareness of global forces, equipment, and supplies. Program effectiveness is measured through quarterly collection of number of students trained and number of exercises/contingency events supported.

	FY 2024	FY 2025	FY 2026	FY 2027
Number of students trained	1,600	1,600	1,600	1,600
CCMD exercise and contingency events supported	4	4	4	4

V. Personnel Summary:

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Civilian End Strength (Total)	**0**	**132**	**132**	**132**	**0**
U.S. Direct Hire	0	132	132	132	0
Total Direct Hire	**0**	**132**	**132**	**132**	**0**
Civilian FTEs (Total)	**0**	**132**	**132**	**132**	**0**
U.S. Direct Hire	0	132	132	132	0
Total Direct Hire	**0**	**132**	**132**	**132**	**0**
Average Annual Civilian Salary ($ in thousands)	**0.0**	**182.5**	**181.6**	**182.5**	**-0.9**
Contractor FTEs (Total)	**840**	**735**	**735**	**-105**	**0**

Personnel Summary Explanations:

FY 2027 maintains direct civilian and contractor FTEs and remains in alignment with Executive Order 14222, “Implementing the President’s Department of Government Efficiency Cost Efficiency Initiative.”

VI. OP 32 Line Items as Applicable (Dollars in thousands):

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
101	EXEC, GEN'L & SPEC SCHEDS	0	0	24,094	24,094	67	-191	23,970
0199	**TOTAL CIVILIAN PERSONNEL COMPENSATION**	**0**	**0**	**24,094**	**24,094**	**67**	**-191**	**23,970**
308	TRAVEL OF PERSONS	148,093	3,702	163,275	315,070	6,616	51,615	373,301
0399	**TOTAL TRAVEL**	**148,093**	**3,702**	**163,275**	**315,070**	**6,616**	**51,615**	**373,301**
703	JCS EXERCISES	343	60	18,207	18,610	-3,654	205,805	220,761
708	MSC CHARTERED CARGO	0	0	31,154	31,154	654	39,899	71,707
719	SDDC CARGO OPS-PORT HNDLG	22,005	5,721	-25,546	2,180	-1,325	14,839	15,694
771	COMMERCIAL TRANSPORT	176,531	4,413	55,489	236,433	4,965	50,119	291,517
0799	**TOTAL TRANSPORTATION**	**198,879**	**10,194**	**79,304**	**288,377**	**640**	**310,662**	**599,679**
912	RENTAL PAYMENTS TO GSA (SLUC)	0	0	66	66	1	-1	66
913	PURCHASED UTILITIES (NON-FUND)	0	0	930	930	20	446	1,396
914	PURCHASED COMMUNICATIONS (NON-FUND)	0	0	38	38	1	-1	38
920	SUPPLIES & MATERIALS (NON-FUND)	9,187	230	-28	9,389	197	6,682	16,268
921	PRINTING & REPRODUCTION	0	0	27	27	1	-1	27
922	EQUIPMENT MAINTENANCE BY CONTRACT	3,474	87	3,325	6,886	144	1,699	8,729
923	FACILITIES SUST, REST, & MOD BY CONTRACT	1,808	45	-1,100	753	16	-16	753
925	EQUIPMENT PURCHASES (NON-FUND)	18,098	452	-14,579	3,971	83	-83	3,971
932	MGT PROF SUPPORT SVCS	139,829	3,496	20,636	163,961	3,443	-23,327	144,077
933	STUDIES, ANALYSIS & EVAL	850	21	6,189	7,060	148	-1,858	5,350
934	ENGINEERING & TECH SVCS	53,414	1,335	-30,299	24,450	513	6,127	31,090
987	OTHER INTRA-GOVT PURCH	21,109	528	15,991	37,628	790	27,490	65,908
989	OTHER SERVICES	86,058	2,151	-30,788	57,421	1,206	57,763	116,390
990	IT CONTRACT SUPPORT SERVICES	1,729	43	3,339	5,111	107	-2,433	2,785
0999	**TOTAL OTHER PURCHASES**	**335,556**	**8,388**	**-26,253**	**317,691**	**6,670**	**72,487**	**396,848**

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
9999	GRAND TOTAL	682,528	22,284	240,420	945,232	13,993	434,573	1,393,798

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 3: Training and Recruiting

	FY 2025 Actuals	Price Change	Program Change	FY 2026 Enacted	Price Change	Program Change	FY 2027 Request
Training	128,399	2,419	-11,595	119,223	1,482	53,043	173,748

I. Description of Operations Financed:

The National Defense University (NDU) $173,748 thousand: The NDU is the premier center for joint professional military education and the intelligence community, with a main campus on Fort McNair in Washington, D.C. There are three additional campuses supporting the NDU mission: The Joint Forces Staff College located at Norfolk, VA; The Joint Special Operations Master of Arts program located at Fort Bragg, NC; and the National Intelligence College located at Bethesda, MD. The Middle States Commission on Higher Education accredits the NDU. The NDU conducts world-class Joint Professional Military Education, seminars, symposia, and professional development and conferencing for the Department of War (DoW) and Congressional representatives.

The NDU is composed of the following colleges, institutions, and budget activities located at Ft. McNair, Washington, DC, and Norfolk, VA:

- CAPSTONE / PINNACLE / KEYSTONE
- College of International Security Affairs
- Dwight D. Eisenhower School of National Security and Resource Strategy
- College of Information Cyberspace (formerly Information Resources Management College)
- Institute for National Strategic Studies
- Joint Forces Staff College
- National War College
- National Intelligence College
- NDU Operations
- NDU Headquarters Activities

1. CAPSTONE / PINNACLE / KEYSTONE, $3,418 thousand:

CAPSTONE: This is a congressionally-mandated course required for all newly promoted active duty one star generals and admirals. By DoW policy, attendance is required within the first two years of confirmation to the one-star rank. CAPSTONE, offered four times a year, is a five-week course consisting of seminars, case studies, informal discussions, visits to key U.S. military commands within the continental U.S., and overseas field studies to areas with high U.S. interests.

Overseas field studies involve interactions with the Combatant Commanders, American Ambassadors, embassy staffs, and senior political and military leaders of foreign governments.

PINNACLE: Prepares selected three-star commanders to lead joint and combined forces, building upon CAPSTONE and the Joint Flag Officer Warfighting Course.

KEYSTONE: Prepares Command Senior Enlisted Leaders to serve in a general or flag officer level joint or Service headquarters.

2. College of International Security Affairs (CISA), $3,385 thousand: The CISA builds expert practitioners of Irregular Warfare across its campuses at Fort McNair and Fort Bragg (CISA-Joint Special Operations Master of Arts) and educates conventional and special operations joint warfighters, civilian national security leaders, and America's partners and allies in the theory and application of irregular warfare in order to promote U.S. national security interests. Students earn an NDU Master of Arts Degree in Strategic Security Studies, with McNair graduates earning Joint Professional Military Education II credit and Joint Special Operations Master of Arts students earning Advanced Operations Course credit. The CISA two-week Reserve Component National Security Course is executed three times each year for U.S. military officers (O4-O6) and non-commissioned officers (E8-E9) of the U.S. Reserve Components, interagency civilians, and partner nation officers. Upon completion of Reserve Component National Security Course, U.S. reserve officers earn two Joint credits toward Joint Qualification. The CISA four-month Homeland Defense Fellowship certificate program has been composed of International, Joint, and Interagency students, where Fellows analyze emerging security threats in their respective homelands and share best practices to organize appropriate and effective strategic integrated responses and protect critical infrastructure. The majority of CISA international students are funded through the DoW's Regional Defense Fellowship Program.

3. Dwight D. Eisenhower School of National Security and Resource Strategy, $6,909 thousand: This Senior-level course of study in national security strategy to prepare selected military officers, federal officials, and international officers for high-level policy, command, and staff responsibilities to lead the strategic institutions and activities associated with the integrated development and resource execution of national security and national defense strategies. The academic program includes courses in national security studies, economics, defense strategy and resourcing, acquisition, the global industrial base, and strategic leadership. The curriculum includes a one-of-a-kind study of industry that requires the development of a strategic perspective on the U.S. and global industrial base and its role in supporting the resource requirements of national security.

4. College of Information Cyberspace, $6,918 thousand: The College of Information Cyberspace prepares U.S. military and civilian leaders, international officers, and cyber workforce experts to lead, advise, and advance national and global security in the cyber domain and information environment; prepares graduates in a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for development of national security and national cybersecurity strategies; and awards graduate level certificates and a Master of Science in Strategic Information and Cyberspace.

5. Institute for National Strategic Studies, $4,910 thousand: The Institute for National Strategic Studies produces cutting-edge research and analysis for joint warfighters and other national security leaders and integrates scholarship to advance NDU's educational mission. The Institute for National Strategic Studies provides timely, objective analyses, and recommendations to senior DoW decision makers and joint warfighters on international security and defense issues.

6. Joint Forces Staff College, $7,375 thousand: This intermediate and senior-level joint college educates national security leaders to plan and execute operational-level joint, multinational, and interagency operations. The Joint Forces Staff College was established to meet the requirements of the Goldwater-Nichols Act of 1986, that led to the establishment of the Joint Forces Staff College and other institutions focused on joint military education. The Officer Professional Military Education Policy establishes three Joint Professional Military Education programs: Joint Advanced Warfighting School, Joint and Combined Warfighting School, and the Joint and Combined Warfighting School-Hybrid to meet that congressional mandate. The Joint and Combined Warfighting School awards Joint Professional Military Education Phase II and Joint Advanced Warfighting School awards a Master of Science in Joint Warfighting.

7. National War College, $5,348 thousand: The National War College provides senior-level course of study in national security strategy and prepares select military officers, federal officials, and international officers for high-level policy, command, and staff responsibilities. The college emphasizes the joint (multi-service), interagency, and international perspectives and awards the Master of Science in National Security Strategy.

8. National Intelligence College, $3,285 thousand: The National Intelligence College, previously known as the National Intelligence University under the Office of the Director of National Intelligence. The National Intelligence College is a multi-campus institution dedicated to educating and preparing the next generation of Intelligence Community leaders. As the premier educational entity directly supporting national security and intelligence communities, the National Intelligence College delivers cutting-edge, career-long intelligence education to approximately 300 intelligence and national security professionals annually. The National Intelligence College offers a diverse curriculum that includes two master's degrees and a Certificate in Strategic Intelligence. The National Intelligence College's programs are designed to address the dynamic needs of the Intelligence Community and national security sectors through education and research in an integrated and multi-agency learning environment, equipping graduates with the essential skills and strategic insights to address complex security challenges.

9. NDU Operations, $125,973 thousand: NDU Operations provides information technology, facilities and engineering services, operations management, human resources, financial management services, library services, security, strategic communications, academic affairs, wargaming and simulation, institutional research and registrar, and Health and Fitness Directorates which provide general support to the Joint Staff and NDU components.

9. NDU Headquarters Activities, $6,227 thousand: The NDU Headquarters supports the seamless execution of university management functions primarily performed by the NDU President and Chief of Staff to include activities in support of international partners, interagency, industry, and other stakeholder engagements, as well as strategic initiatives to assess and implement modern academic and business processes and practices.

II. Force Structure Summary:
N/A

III. Financial Summary ($ in Thousands):

		FY 2026				
			Congressional Action			
A. BA Subactivities	FY 2025 Actuals	Budget Request	Amount	Percent	Current Enacted	FY 2027 Request
3. Training	**$122,172**	**$118,642**	**$-5,646**	**-4.76%**	**$112,996**	**$167,521**
Capstone	$3,786	$3,418	$0	0.00%	$3,418	$3,418
College of Information Cyberspace	$7,286	$6,918	$0	0.00%	$6,918	$6,918
College of International Security Affairs	$3,753	$3,385	$0	0.00%	$3,385	$3,385
Eisenhower School	$7,278	$6,909	$0	0.00%	$6,909	$6,909
Institute for National Strategic Studies	$5,094	$4,910	$0	0.00%	$4,910	$4,910
Joint Forces Staff College	$7,743	$7,375	$0	0.00%	$7,375	$7,375
National Defense University Operations	$81,516	$80,379	$-5,646	-7.02%	$74,733	$125,973
National Intelligence College	$0	$0	$0	0.00%	$0	$3,285
National War College	$5,716	$5,348	$0	0.00%	$5,348	$5,348
National Defense University - Major Headquarters Activity	$6,227	$6,227	$0	0.00%	$6,227	$6,227
Total	**$128,399**	**$124,869**	**$-5,646**	**-4.52%**	**$119,223**	**$173,748**

B. Reconciliation Summary	Change FY 2026/FY 2026	Change FY 2026/FY 2027
BASELINE FUNDING	**$124,869**	**$119,223**
Congressional Adjustments (Distributed)	-5,000	
Congressional Adjustments (Undistributed)	-126	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	-520	
Fact-of-Life Changes (2026 to 2026 Only)	0	
SUBTOTAL BASELINE FUNDING	**119,223**	
Supplemental	0	
Reprogrammings	0	
Price Changes		1,482
Functional Transfers		0
Program Changes		53,043
CURRENT ESTIMATE	**119,223**	**173,748**
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	**$119,223**	**$173,748**

FY 2026 President's Budget Request (Amended, if applicable) $124,869

1. Congressional Adjustments ..... $-5,646

a) Distributed Adjustments ..... $-5,000

1) Unjustified Growth ..... $-5,000

b) Undistributed Adjustments ..... $-126

1) Projected Underexecution of Civilian Compensation (Excludes SOCOM, CYBERCOM, and Intelligence Activities) ..... $-126

c) Adjustments to Meet Congressional Intent $0

d) General Provisions ..... $-520

1) Sec. 8136 Mgt efficiencies ..... $-520

FY 2026 Appropriated Amount $119,223

2. Supplemental Appropriations $0

a) Supplemental Funding $0

3. Fact-of-Life Changes $0

a) Functional Transfers $0

b) Technical Adjustments $0

c) Emergent Requirements $0

FY 2026 Baseline Funding	**$119,223**
4. Reprogrammings (Requiring 1415 Actions)	$0
a) Increases	$0
b) Decreases	$0
Revised FY 2026 Estimate	**$119,223**
5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings	$0
a) Less: Supplemental Funding	$0
FY 2026 Normalized Current Estimate	**$119,223**
6. Price Change	$1,482
7. Functional Transfers	$0
a) Transfers In	$0
b) Transfers Out	$0
8. Program Increases	$53,043
a) Annualization of New FY 2026 Program	$0
b) One-Time FY 2027 Increases	$0
c) Program Growth in FY 2027	$53,043

1) Enhanced Performance Awards.....$920
The increase strengthens the Department's ability to recognize and reward the civilian workforce whose expertise and continuity underpin mission success. Expanded award capacity helps retain the talent that sustains warfighter readiness, drives innovation, and ensures uninterrupted support across the enterprise. Investing in civilian recognition directly reinforces the workforce that delivers stability, operational excellence, and long-term capability for the Department.
(FY 2026 Baseline: $56,219 thousand; +0 FTEs)

2) Facilities, Sustainment, Restoration and Modernization (FSRM).....$15,223
Increase reflects program growth and associated FSRM requirements to improve academic and support facilities.
(FY 2026 Baseline: $30,038 thousand)

3) National Intelligence College - Direct costs.....$3,285
Increase funds direct costs (course materials, travel, college-specific supplies, and support contracts) associated with the establishment of the National Intelligence College (formerly the National Intelligence University under the Office of the Director of National Intelligence).
(FY 2026 Baseline: $0 thousand; 0 FTEs; +0 FTEs)

4) NDU Operations - National Intelligence College $28,715
Funds operations and overhead costs (civilian pay, utilities, leases, and registrar support) associated with the establishment of the National Intelligence College as part of the National Defense University (formerly the National Intelligence University under the Office of the Director of National Intelligence).
(FY 2026 Baseline: $0 thousand; 0 FTEs; +64 FTEs)

5) Utilities.....$4,215
Increase funds transition the responsibility of base-level utilities support from the Army Garrison to the National Defense University beginning in FY 2027.
(FY 2026 Baseline: $1,454 thousand)

6) Wargaming Center support for Joint Professional Military Education $685
Increase enhances support necessary to sustain and strengthen the Joint Professional Military Education training curriculum.
(FY 2026 Baseline: $749 thousand)

9. Program Decreases $0

a) Annualization of FY 2026 Program Decreases $0

b) One-Time FY 2026 Increases $0

c) Program Decreases in FY 2027 ..... $0

FY 2027 Budget Request $173,748

IV. Performance Criteria and Evaluation Summary:

National Defense University (NDU) Success of the NDU programs is measured by the quantity and quality of graduates who are skilled in national and international security policy and strategy, joint warfighting and campaigning, national resource strategy and economic and military mobilization, cyberspace policy and strategy, information warfare, irregular warfare, and strategic leadership and decision-making. The NDU also measures success by the caliber of its faculty, the quality and rigor of its academic programs, and the level and pace in which research products enter the national security arena.

All joint academic programs at NDU are reviewed and approved by the Joint Staff J-7 Program for Accreditation of Joint Education, a rigorous evaluation of the curriculum and assessment of student outcomes. The Middle States Commission on Higher Education regionally accredits the University to award Master's Degrees and graduate credits.

The NDU faculty are nationally and internationally recognized as excellent teachers and for their expertise and contributions to research in their respective fields. Topics include joint warfighting and campaigning, ethical leadership and civil-military relations, supply chain management, cyber strategy, AI, irregular warfare, and information warfare. Due to the sensitive nature and complex topics addressed, many products of the NDU faculty cannot be attributed or publicly disclosed. The NDU publishes The Chairman of the Joint Chiefs of Staff national security journal, *Joint Force Quarterly*, which is a major contribution to the national security studies and joint operations and a quarterly journal of complex operations entitled *Prism*.

The following tables describe the actual (FY 2025) and planned (FY 2026 and FY 2027) enrollment in NDU professional military education programs.

National War College	FY 2025	FY 2026	FY 2027
Army graduates	41	41	41
Navy graduates	17	23	17
Marine Corps graduates	15	15	15
Air Force graduates	39	39	39
Space Force graduates	2	2	2
Coast Guard graduates	2	2	2
Other DoW graduates	19	19	19
USG non-DoW graduates	37	37	35
International student graduates	37	37	37

Dwight D. Eisenhower School of National Security and Resource Strategy (formerly Industrial College of the Armed Forces)	FY2025	FY2026	FY 2027
Army graduates	61	61	61
Navy graduates	25	29	25
Marine Corps graduates	14	14	10
Air Force graduates	56	56	56
Space Force graduates	3	3	3
Coast Guard graduates	4	1	4
Other DoW graduates	55	55	51
USG non-DoW graduates	42	42	39
International student graduates	44	44	44
Industry graduates	20	20	20
Total Graduates	324	325	313

CAPSTONE / PINNACLE / KEYSTONE	FY2025	FY2026	FY 2027
CAPSTONE (one-star flag officers)	207	204	220
PINNACLE (three-star commanders)	33	32	31
KEYSTONE (command senior enlisted leaders)	83	80	88

*** College of International Security Affairs chart was revised to reflect enrollment by services**

College of International Security Affairs	FY 2025	FY 2026	FY 2027
Regional Defense Fellowship (Joint Professional Military Education II; formerly Combating Terrorism and Irregular Warfare)			
Army graduates	5	5	6
Navy graduates	1	2	1
Marine Corps graduates	1	1	1
Air Force graduates	6	5	6
Space Force graduates	0	1	0
Coast Guard graduates	1	1	1
Other DoW graduates	4	4	4
USG non-DoW graduates	14	14	14
International student graduates	45	45	45
Joint Special Operations Master of Arts			
U.S. military officers	38	40	42
DoW civilians	2	0	0
Non-DoW civilians	2	1	2
International students	3	6	6
Homeland Defense Fellowship and Nuclear Energy Security Programs			
Non-DoW civilians	0	0	0
International students	15	15	15
Reserve Component National Security Course			
Total RCNSC students	382	382	320

College of Information and Cyberspace (formerly Information Resource Management College) *Part-time programs for FY 2027 reflect the actual enrollment as of March 2026 in these programs.	FY 2025	FY 2026	FY 2027
Strategic Information and Cyberspace Studies (Joint Professional Military Education II)			
Army graduates	8	8	8
Navy graduates	1	3	1
Marine Corps graduates	3	3	5
Air Force graduates	6	6	6
Space Force graduates	1	1	1
Coast Guard graduates	1	1	1
Other DoW graduates	8	8	9
USG non-DoW graduates	11	11	11
International student graduates	18	18	18
Part-time programs			
Strategic Information and Cyberspace Studies	100	100	162
Chief Financial Officer Academy	25	25	118
Other College of Information Cyberspace certificate programs	200	200	322

Joint Forces Staff College (JFSC) *JFSC was revised to reflect enrollment by Services	FY 2025	FY 2026	FY 2027
Joint Advanced Warfighting School			
Army graduates	11	11	11
Navy graduates	7	7	5
Marine Corps graduates	3	3	5
Air Force graduates	10	10	10
Space Force graduates	1	1	1
Coast Guard graduates	1	1	1
Other DoW graduates	3	3	3
USG non-DoW graduates	3	3	3
International student graduates	6	6	6
Joint and Combined Warfighting School			
Army graduates	297	244	232
Navy graduates	206	173	164
Marine Corps graduates	72	58	52
Air Force graduates	284	233	220
Space Force graduates	9	9	12
Coast Guard graduates	12	10	16
Other DoW graduates	7	12	16
USG non-DoW graduates	7	0	0
International student graduates	59	53	80

Joint and Combined Warfighting School-Hybrid			
Army graduates	81	81	81
Navy graduates	36	36	39
Marine Corps graduates	21	21	21
Air Force graduates	63	63	63
Coast Guard graduates	6	6	9
Other DoW graduates	3	1	9
USG non-DoW graduates	3	0	0
International student graduates	3	0	0

National Intelligence College (NIC) (formerly known as National Intelligence University) ***NIC was established on 11 Mar 2026 with SECWAR approval**	**FY 2025**	**FY 2026**	**FY 2027**
Full-time Resident (Joint Professional Military Education I Option)	N/A	N/A	150
Part-time programs	N/A	N/A	600

Part-time enrollment includes the Teachout plan to achieve a 150 cap by Academic Year 2028

V. Personnel Summary:

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Active Military End Strength (E/S) (Total)	**163**	**163**	**163**	**0**	**0**
Officer	147	147	147	0	0
Enlisted	16	16	16	0	0
Reserve Drill Strength (E/S) (Total)	**3**	**3**	**3**	**0**	**0**
Officer	3	3	3	0	0
Reservists on Full Time Active Duty (E/S) (Total)	**8**	**8**	**8**	**0**	**0**
Officer	8	8	8	0	0
Civilian End Strength (Total)	**477**	**389**	**453**	**-88**	**64**
U.S. Direct Hire	391	303	367	-88	64
Total Direct Hire	**391**	**303**	**367**	**-88**	**64**
Reimbursable Civilians	86	86	86	0	0
Active Military Average Strength (A/S) (Total)	**163**	**163**	**163**	**0**	**0**
Officer	147	147	147	0	0
Enlisted	16	16	16	0	0
Reserve Drill Strength (A/S) (Total)	**3**	**3**	**3**	**0**	**0**
Officer	3	3	3	0	0
Reservists on Full Time Active Duty (A/S) (Total)	**8**	**8**	**8**	**0**	**0**
Officer	8	8	8	0	0
Civilian FTEs (Total)	**416**	**389**	**453**	**-27**	**64**
U.S. Direct Hire	330	303	367	-27	64

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Total Direct Hire	**330**	**303**	**367**	**-27**	**64**
Reimbursable Civilians	86	86	86	0	0
Average Annual Civilian Salary ($ in thousands)	**196.6**	**185.1**	**194.4**	**-11.5**	**9.3**
Contractor FTEs (Total)	**221**	**226**	**195**	**5**	**-31**

Personnel Summary Explanations:
FTE increase represents the establishment of the National Intelligence College as part of the National Defense University (formerly the National Intelligence University under the Office of the Director of National Intelligence).

VI. OP 32 Line Items as Applicable (Dollars in thousands):

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
101	EXEC, GEN'L & SPEC SCHEDS	64,230	823	-9,624	55,429	153	15,102	70,684
103	WAGE BOARD	650	8	6	664	2	-3	663
0199	**TOTAL CIVILIAN PERSONNEL COMPENSATION**	**64,880**	**831**	**-9,618**	**56,093**	**155**	**15,099**	**71,347**
308	TRAVEL OF PERSONS	5,309	133	-3,892	1,550	33	543	2,126
0399	**TOTAL TRAVEL**	**5,309**	**133**	**-3,892**	**1,550**	**33**	**543**	**2,126**
771	COMMERCIAL TRANSPORT	22	1	165	188	4	0	192
0799	**TOTAL TRANSPORTATION**	**22**	**1**	**165**	**188**	**4**	**0**	**192**
913	PURCHASED UTILITIES (NON-FUND)	871	22	561	1,454	31	4,215	5,700
920	SUPPLIES & MATERIALS (NON-FUND)	5,541	139	-1,867	3,813	80	641	4,534
923	FACILITIES SUST, REST, & MOD BY CONTRACT	26,859	671	2,508	30,038	631	15,223	45,892
925	EQUIPMENT PURCHASES (NON-FUND)	5,259	131	-3,331	2,059	43	1,320	3,422
932	MGT PROF SUPPORT SVCS	5,455	136	-2,265	3,326	70	1,000	4,396
934	ENGINEERING & TECH SVCS	3,303	83	-2,637	749	16	685	1,450
987	OTHER INTRA-GOVT PURCH	37	1	2,311	2,349	49	12,567	14,965
989	OTHER SERVICES	1,255	31	2,954	4,240	89	1,750	6,079
990	IT CONTRACT SUPPORT SERVICES	9,608	240	3,516	13,364	281	0	13,645
0999	**TOTAL OTHER PURCHASES**	**58,188**	**1,454**	**1,750**	**61,392**	**1,290**	**37,401**	**100,083**
9999	**GRAND TOTAL**	**128,399**	**2,419**	**-11,595**	**119,223**	**1,482**	**53,043**	**173,748**

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Combat Development Activities

	FY 2025 Actuals	Price Change	Program Change	FY 2026 Enacted	Price Change	Program Change	FY 2027 Request
TJS Cyber	8,991	221	-265	8,947	187	-31	9,103

I. Description of Operations Financed:

The Joint Staff Cyber Program delivers cybersecurity capabilities and support to the Joint Staff Chief Information Office (CIO) and Joint Staff environments by implementing the Risk Management Framework for mission networks and applications and by developing and overseeing cybersecurity processes and compliance. It manages and reports on the Cyber workforce and administers the Enterprise Mission Assurance Support Service for Joint Staff use and for Combatant Command users.

A key component of this effort is the Department of War (DoW) Enterprise Cyber Range Environment (DECRE), which operates within the Cyber and Command and Control Operational Development Division (C3OD2). DECRE offers expert planning and execution for cyber assessments, supporting testing, training, and exercises. DECRE Command and Control (C2) Information Systems is one of three designated DoW Cyber Ranges which also includes the National Cyber Range Complex, Joint Information Operations Range, and Joint Mission Environment Test Capability's Multiple Independent Layers of Security. C3OD2 provides assessment planning and execution expertise to support cyber project objectives, including testing, training, and exercise support. It delivers commonly deployed joint C2 systems, such as the Global Command and Control System (Joint), Advanced Deep Operations Coordination System, and Joint Range Extension, as well as additional systems as required by each project. It provides the operational environment needed to run these C2 systems, along with the system operators necessary to generate realistic data exchanges or evaluate cyber impacts on system functionality. C3OD2's cyber projects span activities from assessing cyber effects on individual C2 systems to conducting mission rehearsals for real-world scenarios, to training cyber mission teams, and supporting large-scale cyber exercises sponsored by United States Cyber Command and other DoW organizations.

1. Core Management Headquarters ($9,103 thousand): Provides general support of the Joint Staff in the following key area:

1.1 Joint Staff CIO Directorate: Assists the Chairman of the Joint Chiefs of Staff in providing military advice while advancing cyber defense, Joint and Coalition interoperability, and C2 systems capabilities required by the Joint Force to preserve the nation's security. The Joint Staff CIO also provides management and oversight of processes that support and enable Joint Staff mission networks.

II. Force Structure Summary:
N/A

III. Financial Summary ($ in Thousands):

		FY 2026				
			Congressional Action			
A. BA Subactivities	**FY 2025 Actuals**	**Budget Request**	**Amount**	**Percent**	**Current Enacted**	**FY 2027 Request**
Cyber Activities	$8,991	$9,086	$-139	-1.53%	$8,947	$9,103
Total	**$8,991**	**$9,086**	**$-139**	**-1.53%**	**$8,947**	**$9,103**

B. Reconciliation Summary	Change FY 2026/FY 2026	Change FY 2026/FY 2027
BASELINE FUNDING	**$9,086**	**$8,947**
Congressional Adjustments (Distributed)	0	
Congressional Adjustments (Undistributed)	-70	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	-69	
Fact-of-Life Changes (2026 to 2026 Only)	0	
SUBTOTAL BASELINE FUNDING	**8,947**	
Supplemental	0	
Reprogrammings	0	
Price Changes		187
Functional Transfers		0
Program Changes		-31
CURRENT ESTIMATE	**8,947**	**9,103**
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	**$8,947**	**$9,103**

FY 2026 President's Budget Request (Amended, if applicable)	**$9,086**
1. Congressional Adjustments	$-139
a) Distributed Adjustments	$0
b) Undistributed Adjustments	$-70
1) Historical Unobligated Balances	$-70
c) Adjustments to Meet Congressional Intent	$0
d) General Provisions	$-69
1) Sec. 8136 Mgt Efficiencies	$-69
FY 2026 Appropriated Amount	**$8,947**
2. Supplemental Appropriations	$0
a) Supplemental Funding	$0
3. Fact-of-Life Changes	$0
a) Functional Transfers	$0
b) Technical Adjustments	$0
c) Emergent Requirements	$0
FY 2026 Baseline Funding	**$8,947**

4. Reprogrammings (Requiring 1415 Actions)	$0
a) Increases	$0
b) Decreases	$0
Revised FY 2026 Estimate	**$8,947**
5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings	$0
a) Less: Supplemental Funding	$0
FY 2026 Normalized Current Estimate	**$8,947**
6. Price Change	$187
7. Functional Transfers	$0
a) Transfers In	$0
b) Transfers Out	$0
8. Program Increases	$0
a) Annualization of New FY 2026 Program	$0
b) One-Time FY 2027 Increases	$0
c) Program Growth in FY 2027	$0
9. Program Decreases	$-31

a) Annualization of FY 2026 Program Decreases $0

b) One-Time FY 2026 Increases $0

c) Program Decreases in FY 2027 .....$-31

1) Efficiency – Contract Services .....$-31
Maintains focus on contract costs to promote efficiencies and advance the policies of the administration in alignment with Executive Order 14222, “Implementing the President’s Department of Government Efficiency Cost Efficiency Initiative.
(FY 2026 Baseline: $8,947 thousand)

FY 2027 Budget Request $9,103

IV. Performance Criteria and Evaluation Summary:

N/A

V. Personnel Summary:

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Contractor FTEs (Total)	**33**	**33**	**33**	**0**	**0**

N/A

VI. OP 32 Line Items as Applicable (Dollars in thousands):

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
308	TRAVEL OF PERSONS	20	0	45	65	1	4	70
0399	**TOTAL TRAVEL**	**20**	**0**	**45**	**65**	**1**	**4**	**70**
677	DISA TELECOMM SVCS - REIMBURSABLE	135	0	-135	0	0	0	0
0699	**TOTAL OTHER FUND PURCHASES**	**135**	**0**	**-135**	**0**	**0**	**0**	**0**
920	SUPPLIES & MATERIALS (NON-FUND)	8	0	82	90	2	8	100
925	EQUIPMENT PURCHASES (NON-FUND)	135	3	588	726	15	9	750
934	ENGINEERING & TECH SVCS	8,191	205	-830	7,566	159	-42	7,683
990	IT CONTRACT SUPPORT SERVICES	502	13	-15	500	10	-10	500
0999	**TOTAL OTHER PURCHASES**	**8,836**	**221**	**-175**	**8,882**	**186**	**-35**	**9,033**
9999	**GRAND TOTAL**	**8,991**	**221**	**-265**	**8,947**	**187**	**-31**	**9,103**

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity 04 (BA-04)/ Administration and Service-wide Activities

	FY 2025 Actuals	Price Change	Program Change	FY 2026 Enacted	Price Change	Program Change	FY 2027 Request
Service-wide Activities	0	0	0	0	0	431,652	431,652

I. Description of Operations Financed:
Joint Interagency Task Force 401 ($431,652 thousand) - The Joint Interagency Task Force 401 (JIATF 401) is the Department of War (DoW) lead organization to counter small Unmanned Aerial Systems (C-sUAS). JIATF 401 synchronizes C-sUAS efforts across the DoW to rapidly deliver joint capabilities at scale to defend the homeland, protect U.S. and allied forces, defend critical infrastructure, and assist federal agencies. The task force has a global focus and is a multifaceted organization leading DoW C-sUAS activities at the nexus of Office of Secretary of War, the Joint Staff, Combatant Commands, and the Services. The JIATF 401 will also exercise oversight and funding allocation for the Joint C-sUAS University, which provides standardized institutional training to the warfighter and government partners. The JIATF 401 is innovative, scalable, and threat adaptive. It has one measure of effectiveness: quickly deliver state-of-the-art C-sUAS capabilities to the warfighter at home and abroad. The Secretary of War designated the Secretary of the Army as DoW's Executive Agent for C-sUAS and aligned the JIATF 401 as a Chairman's Controlled Activity in the Joint Staff. The Executive Agent holds acquisition and procurement authority and oversight for the JIATF 401 activities.

The FY 2027 spend plan amount for JIATF 401 includes $431,652 thousand of discretionary and $0 thousand of mandatory (reconciliation) for a total of $431,652 thousand.

The FY 2026 spend plan amount for JIATF 401 includes $0 thousand of discretionary and $11,500 thousand of mandatory (reconciliation) for a total of $11,500 thousand. FY 2026 Reconciliation funding sustains deployed capabilities through integration, assessments, and site support for Domestic Shield (formerly known as Replicator 2). This funding enables enterprise-level operations across more than 220 sites, supporting critical activities such as joint site assessments (including travel, survey teams, and data collection), integration support (covering power, networking, and telecom), site preparation (emplacement, safety, and environmental checks), and early sustainment efforts (such as maintenance, troubleshooting, and vendor support).

II. Force Structure Summary:
N/A

III. Financial Summary ($ in Thousands):

		FY 2026				
			Congressional Action			
A. BA Subactivities	FY 2025 Actuals	Budget Request	Amount	Percent	Current Enacted	FY 2027 Request
JIATF 401 Counter-small Unmanned Aircraft Systems	$0	$0	$0	0.00%	$0	$431,652
Total	**$0**	**$0**	**$0**	**0.00%**	**$0**	**$431,652**

B. Reconciliation Summary	Change FY 2026/FY 2026	Change FY 2026/FY 2027
BASELINE FUNDING	**$0**	**$0**
Congressional Adjustments (Distributed)	0	
Congressional Adjustments (Undistributed)	0	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	0	
Fact-of-Life Changes (2026 to 2026 Only)	0	
SUBTOTAL BASELINE FUNDING	**0**	
Supplemental	0	
Reprogrammings	0	
Price Changes		0
Functional Transfers		0
Program Changes		431,652
CURRENT ESTIMATE	**0**	**431,652**
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	**$0**	**$431,652**

FY 2026 President's Budget Request (Amended, if applicable)	**$0**
1. Congressional Adjustments	$0
a) Distributed Adjustments	$0
b) Undistributed Adjustments	$0
c) Adjustments to Meet Congressional Intent	$0
d) General Provisions	$0
FY 2026 Appropriated Amount	**$0**
2. Supplemental Appropriations	$0
a) Supplemental Funding	$0
3. Fact-of-Life Changes	$0
a) Functional Transfers	$0
b) Technical Adjustments	$0
c) Emergent Requirements	$0
FY 2026 Baseline Funding	**$0**
4. Reprogrammings (Requiring 1415 Actions)	$0
a) Increases	$0

b) Decreases $0

Revised FY 2026 Estimate $0

5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings $0

a) Less: Supplemental Funding $0

FY 2026 Normalized Current Estimate $0

6. Price Change $0

7. Functional Transfers $0

a) Transfers In $0

b) Transfers Out $0

8. Program Increases $431,652

a) Annualization of New FY 2026 Program $0

b) One-Time FY 2027 Increases $0

c) Program Growth in FY 2027 ..... $431,652

1) JIATF 401 Establishment - Civilian Pay $10,600
Funds 50 civilian FTEs to support the establishment of JIATF 401 as the lead organization to counter small Unmanned Aerial Systems (C-sUAS) and synchronize C-sUAS efforts to rapidly deliver joint capabilities at scale to defend the homeland, protect U.S. and allied forces, defend critical infrastructure, and assist federal agencies.
(FY 2026 Baseline: $0 thousand; 0 FTEs; +50 FTEs)

2) JIATF 401 Establishment - Contract Support and Services $161,102

Provides contract services and support for the program management, operational planning, and analytical support, as well as coordination across interagency partners.
(FY 2026 Baseline: $0 thousand)

3) JIATF 401 Establishment - Equipment and Supplies $125,917
Funding supports equipment and supplies, replacement parts, maintenance kits, and operational tools to support the sustainment of existing systems, ensuring they remain functional and effective in addressing emerging threats.
(FY 2026 Baseline: $0 thousand)

4) JIATF 401 Establishment - Facilities, Sustainment, Restoration and Modernization $7,548
Funds facility upgrades for the Joint C-sUAS University to support the expanded mission of the organization.
(FY 2026 Baseline: $0 thousand)

5) JIATF 401 Establishment - Other intra-governmental purchases $117,271
Funding supports the JIATF 401 to synchronize C-sUAS across the DoW in concert with other government agencies to rapidly deliver low cost, attritable, and consumable C-sUAS capabilities. The JIATF 401 intra-governmental purchases will fund efforts executed by interagency and service partners supporting support rapid fielding of C-sUAS capabilities across the whole of government. This includes sustaining operational activities, maintaining existing C-sUAS systems, and providing the necessary resources to address immediate mission requirements.
(FY 2026 Baseline: $0 thousand)

6) JIATF 401 Establishment - Travel $9,214
Travel budget supports the JIATF 401 efforts to lead, coordinate, and integrate DoW C-sUAS activities worldwide in support the Joint C-sUAS University; efforts consist of CONUS and OCONUS. Activities include capability gap assessments, evaluation of proposed solutions, installation, training, and sustainment of employed equipment.
(FY 2026 Baseline: $0 thousand)

9. Program Decreases $0

a) Annualization of FY 2026 Program Decreases $0

b) One-Time FY 2026 Increases $0

c) Program Decreases in FY 2027 ..... $0

FY 2027 Budget Request $431,652

IV. Performance Criteria and Evaluation Summary:

N/A

V. Personnel Summary:

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Active Military End Strength (E/S) (Total)	**0**	**0**	**82**	**0**	**82**
Officer	0	0	82	0	82
Civilian End Strength (Total)	**0**	**0**	**50**	**0**	**50**
U.S. Direct Hire	0	0	50	0	50
Total Direct Hire	**0**	**0**	**50**	**0**	**50**
Civilian FTEs (Total)	**0**	**0**	**50**	**0**	**50**
U.S. Direct Hire	0	0	50	0	50
Total Direct Hire	**0**	**0**	**50**	**0**	**50**
Average Annual Civilian Salary ($ in thousands)	**0.0**	**0.0**	**212.0**	**0.0**	**212.0**
Contractor FTEs (Total)	**0**	**0**	**25**	**0**	**25**

Personnel Summary Explanations:
Increase of 50 civilian FTEs and 82 military personnel to support the establishment of the JIATF 401.

VI. OP 32 Line Items as Applicable (Dollars in thousands):

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
101	EXEC, GEN'L & SPEC SCHEDS	0	0	0	0	0	10,600	10,600
0199	**TOTAL CIVILIAN PERSONNEL COMPENSATION**	**0**	**0**	**0**	**0**	**0**	**10,600**	**10,600**
308	TRAVEL OF PERSONS	0	0	0	0	0	9,214	9,214
0399	**TOTAL TRAVEL**	**0**	**0**	**0**	**0**	**0**	**9,214**	**9,214**
920	SUPPLIES & MATERIALS (NON-FUND)	0	0	0	0	0	5,063	5,063
923	FACILITIES SUST, REST, & MOD BY CONTRACT	0	0	0	0	0	7,548	7,548
925	EQUIPMENT PURCHASES (NON-FUND)	0	0	0	0	0	120,854	120,854
932	MGT PROF SUPPORT SVCS	0	0	0	0	0	15,220	15,220
933	STUDIES, ANALYSIS & EVAL	0	0	0	0	0	5,234	5,234
934	ENGINEERING & TECH SVCS	0	0	0	0	0	11,025	11,025
987	OTHER INTRA-GOVT PURCH	0	0	0	0	0	117,271	117,271
989	OTHER SERVICES	0	0	0	0	0	119,786	119,786
990	IT CONTRACT SUPPORT SERVICES	0	0	0	0	0	9,837	9,837
0999	**TOTAL OTHER PURCHASES**	**0**	**0**	**0**	**0**	**0**	**411,838**	**411,838**
9999	**GRAND TOTAL**	**0**	**0**	**0**	**0**	**0**	**431,652**	**431,652**