



— 2012 —
ARMY POSTURE
THE NATION'S FORCE OF DECISIVE ACTION



LOYALTY | DUTY | RESPECT | SELFLESS SERVICE | HONOR | INTEGRITY | PERSONAL COURAGE

AMERICA'S ARMY: THE STRENGTH OF THE NATION™





MEDAL of HONOR

ARMY RECIPIENTS

AWARDED FOR **VALOR** IN ACTION



SFC Paul R. Smith (P)

IRAQ

April 4, 2005



PFC Ross A. McGinnis (P)

IRAQ

June 2, 2008



SFC Jared C. Monti (P)

AFGHANISTAN

September 17, 2009



SSG Robert J. Miller (P)

AFGHANISTAN

October 6, 2010



SSG Salvatore A. Giunta

AFGHANISTAN

November 16, 2010



SSG Leroy A. Petry

AFGHANISTAN

July 12, 2011

**A STATEMENT ON THE
POSTURE OF THE UNITED STATES ARMY 2012**

submitted by

**THE HONORABLE JOHN M. MCHUGH AND
GENERAL RAYMOND T. ODIERNO**

to the Committees and Subcommittees of the

UNITED STATES SENATE

and the

HOUSE OF REPRESENTATIVES

2ND SESSION, 112TH CONGRESS

FEBRUARY 2012

AMERICA'S ARMY: THE STRENGTH OF THE NATION™



Those of us who have the honor of walking into a building each and every morning where the word “hero” really means something have a duty and a responsibility to all of you: To ensure this nation’s continued respect, built on the valor and sacrifice and bloodshed of our all volunteer force—Active, Guard, Reserve—the young men and women of the United States military who committed and recommitted themselves to defending this great nation after attacks on America are never left short-changed again.

John M. McHugh
Secretary of the Army

Our Army is the Nation’s force of decisive action, a relevant and highly effective force for a wide range of missions. Trust is the bedrock of our honored profession—trust between each other, trust between Soldiers and leaders, trust between Soldiers and their Families and the Army, and trust with the American people. I am honored to serve in the ranks of the great men and women who willingly serve our country.

Raymond T. Odierno
General, United States Army
Chief of Staff



February 17, 2012

We have been a Nation at war for the past 10 years, and America's Army has proven—on and off the battlefield—that we are the premier warfighting force in the world. Over the past year, we successfully concluded combat operations in Operation Iraqi Freedom/Operation New Dawn. In Afghanistan, more than 65,000 Soldiers continue to conduct combat operations and transfer security responsibilities to the Afghanistan National Security Forces.

Today, over 192,000 American Soldiers remain committed to their missions while forward deployed in about 150 countries around the world. Our Army—Active, Guard, Reserve and Civilian—has demonstrated its versatility by supporting homeland defense while conducting a wide range of operations, including counterinsurgency, stability operations, regular and irregular warfare, counterterrorism, building partner capacity, and providing humanitarian assistance at home and abroad.

The 1.1 million Soldiers who deployed to combat during the past decade have demonstrated remarkable courage, mental and physical fortitude. In that time, U.S. Soldiers have earned 6 Medals of Honor, 24 Distinguished Service Crosses, more than 600 Silver Stars and nearly 14,000 other awards for valor. Our accomplishments in Iraq and Afghanistan have come with an enormous cost, as more than 4,500 Soldiers have rendered the ultimate sacrifice and almost 33,000 have returned as Wounded Warriors. Through all of this adversity, the courage and resilience of our Soldiers, Civilians and Family members have demonstrated repeatedly that our Army remains the Strength of the Nation.

As we look to the future, the uncertainty and complexity of the global security environment demands vigilance. In these challenging economic times, America's Army will join Department of Defense efforts to maximize efficiency by identifying and eliminating redundant, obsolete or unnecessary programs, responsibly reducing end-strength and by evolving our global posture to meet future security challenges. We know, as President Obama has repeatedly said, that a strong economy is vital to our national security.

During this decade of conflict, we have dramatically transformed our Army, and we will continue to do so. We will emerge from the forthcoming budget reductions a leaner force, but one still fully capable of and committed to meeting our obligations to the Nation, the American people and our Soldiers, Civilians and Family members. Although our Army will become smaller in the coming months and years, we will preserve the quality of our all-volunteer force. We must ensure that our Army—as part of Joint Force 2020—is adaptive, innovative, flexible, agile, integrated, synchronized, lethal and discriminate.

This 2012 Army Posture Statement lays out the priorities and guiding principles for our year ahead. For more in-depth information, please visit www.army.mil/aps/12. With the continued support of the President, Congress, our Departmental leadership and the American people, we will continue not only to fight and win our Nation's wars, but also to maintain our decisive edge into the coming decade.

Army Strong!

Handwritten signature of Raymond T. Odierno in black ink.

Raymond T. Odierno
General, United States Army
Chief of Staff

Handwritten signature of John M. McHugh in black ink.

John M. McHugh
Secretary of the Army

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¹ Required by National Defense Authorization Act of 1994

* Online at www.army.mil/aps/12



“As Commander in Chief, I am determined that we meet the challenges of this moment responsibly and that we emerge even stronger in a manner that preserves American global leadership, maintains our military superiority and keeps faith with our troops, military families and veterans.”

~ President Barack Obama, State of the Union Address, January 2012

I. The Strategic Context

Our Nation has weathered difficult circumstances since the attacks on 9/11, yet we have met every challenge. The mission in Iraq has ended responsibly, continued progress in Afghanistan is enabling a transition to Afghan security responsibility and targeted counterterrorism efforts have significantly weakened al Qaeda and degraded its leadership. In all these endeavors, the Army has played a leading role.

As President Barack Obama stated in introducing his new national defense priorities, the country is at a turning point after a decade of war and considerable increases in defense spending. Even as large-scale military campaigns recede, the Nation will still face a growing array of security challenges. These new priorities focus on the continuing threat of violent extremism, the proliferation of lethal weapons and materials, the destabilizing behavior of Iran and North Korea, the

rise of new powers across Asia and an era of uncertainty in the Middle East.

On top of that, our Nation confronts a serious deficit and debt problem (in itself a national security risk) that will squeeze future Army budgets. However, declining defense budgets do not nullify our obligation to provide enough capacity and maintain a highly ready force that is sufficiently modernized to provide a leaner, adaptive, flexible and integrated force that offers the President a significant number of options along the spectrum of conflict.

Today the U.S. Army is the best-trained, best-equipped and best-led combat-tested force in the world. Today’s Soldiers have achieved a level of professionalism, combat experience and civil and military expertise that is an invaluable national asset. Our warriors have accomplished every assigned task they have been given. But all we have



accomplished in building this magnificent force can be squandered if we are not careful. We are an Army in transition, and we look to Congress to assist us in the difficult work to build the Army of 2020.

America's Army – The Nation's Force of Decisive Action



Every day, America's Army is making a positive difference in the world during one of the most challenging times in our history. Although stressed and stretched, the United States Army remains the most agile, adapt-

able and capable force in the world. Ours is an Army that reflects America's diversity and represents the time-honored values that built our Nation—hard work, duty, selflessness, determination, honor and compassion.

Today, less than one-half of 1 percent of Americans serve in the Army. As members of one of our Nation's oldest and most enduring institutions, these volunteers play an indispensable role in guarding U.S. national interests at home and abroad. Young men and women who want to make a difference in this world want to be part of our Army, which is why even after a decade of conflict, we continue to fill our ranks with the best the Nation has to offer. They have earned the gratitude, trust and admiration of an appreciative people for their extraordinary accomplishments.

2011 – The Army in Transition

Over the past year, the Army has concluded its mission in Iraq and commenced the drawdown of surge forces in Afghanistan while transferring responsibility to Afghan forces. We are beginning reductions in end-strength to face budgetary realities. We are also undertaking efforts to rebalance force structure and make investment decisions that will shape the Army of 2020— all during a time of war. These transformational efforts are both significant and unprecedented. As the President's new national defense priorities are implemented, the Army will continue its transition to a smaller yet capable force fully prepared to conduct the full range of operations worldwide.





Operation Enduring Freedom

A decade into the war in Afghanistan, the Army continues to play a leading role in defending our national security interests in this vital theater. At the start of the war, following the attacks on 9/11, elements of Army Special Operations Forces led efforts on the ground to bring al Qaeda members to justice and remove the Taliban from power, thereby denying a safe haven to terrorists. With more than 70,000 Soldiers in Afghanistan at peak strength in 2011, the Army's brigade combat teams conducted operations ranging from stability to counterinsurgency.

Today, over 63,000 Army Soldiers in both general purpose and special operations units continue to conduct a wide range of missions across Afghanistan to help Afghan citizens lay the foundation for lasting security. Simultaneously, the Army provided essential logistics capabilities to sustain the land-locked Afghan theater. In fact, only America's Army could provide the necessary theater logistics, transportation, medical and communications infrastructure capable of supporting Joint and Combined forces for an operation of this size and complexity.

Since the beginning of combat operations in Afghanistan, Soldiers have earned 5,437 valor awards, including 241 Silver Stars and 8 Distinguished Service Crosses. Four Soldiers have been awarded the Medal of Honor for their heroic actions: Sergeant First Class Jared C. Monti, Staff Sergeant Salvatore A. Giunta, Staff Sergeant Robert J. Miller and Staff Sergeant Leroy A. Petry. They exemplify the courage, commitment and sacrifice of all the men and women who have served in this conflict.



Operation New Dawn

In December 2011, the Army concluded more than 8 years of combat and stability operations in Iraq. Initially, powerful and agile forces liberated Iraq and then adapted to the new demand of suppressing the post-invasion insurgencies. Indeed, when the Nation needed a sustained effort to achieve its strategic objectives, the Army answered the call, adjusting its deployment tours from 12 to 15 months to enable a decisive surge in forces. Army units trained and equipped Iraq Security Forces, and when the mission changed, the Army executed the extremely difficult tasks of redeploying the people and retrograding equipment to ensure future readiness.

Over one million Soldiers and Department of the Army Civilians served courageously in Iraq. They were essential to freeing more than 25 million Iraqi people from the tyranny of a brutal dictator, putting Iraq's future in the hands of its people and removing a national security threat to the United States.

Success came at a great cost in blood and treasure. But even during the most dire times, our Soldiers never wavered. Their heroic actions earned nearly 8,238 awards for valor, including 408 Silver Stars and 16 Distinguished Service Crosses. Two Medals of Honor were awarded posthumously to Sergeant First Class Paul R. Smith and Private First Class Ross A. McGinnis.

Other Global Commitments

In addition to the Army's unprecedented contributions in Afghanistan and Iraq, we have continued to conduct operations across the globe to prevent conflict, shape the



ARMY GLOBAL COMMITMENTS: 192,420 SOLDIERS IN NEARLY 150 COUNTRIES

environment and win decisively. Nearly 20,000 Soldiers remain stationed on the Korean peninsula, providing a credible deterrent and investing in our partnership with the Republic of Korea Army. Simultaneously, Army Special Operations Soldiers in the Pacific region continue to provide advice and support to the Philippine Armed Forces, enhancing our robust alliance. Both are examples of strategic investments in a region that is home to 7 of the world's 10 largest armies. (In fact, in most countries around the world, the army is the dominant defense force.) And U.S. Soldiers continue to serve in places such as the Sinai, Guantanamo Bay, Bosnia, Kosovo and the Horn of Africa, developing and maintaining relationships on six of the world's seven continents.

Defense Support of Civil Authorities

Over the past year, the Army has continued to provide instrumental support to civil authorities. The Army's reserve component proved to be one of our great strengths for these missions, giving the force depth and flexibility. The National Guard provides a distinctive capability for the Nation. When floods, wildfires and tornados struck from the Midwest to the South over the span of a few days in spring 2011, more than 900 National Guard Soldiers supplied a coordinated response to address citizens' needs across the affected region. Similarly, when Hurricane Irene knocked out power and flooded towns across the Northeast in the summer of 2011, nearly 10,000 National Guard Soldiers and Airmen across 13 States delivered critical services to sustain the region through the crisis.



In addition to ongoing counterdrug operations, approximately 1,200 National Guard Soldiers and Airmen supported the U.S. Department of Homeland Security in 4 States along the southwest U.S. border by providing entry identification and analysis to disrupt criminal networks and activities.

Army Special Operations Forces

To conduct unified land operations, the U.S. Army fields a suite of Special Operations capabilities that range from the world's finest precision strike and special warfare forces to the world's most lethal combined arms maneuver formations. The Army draws from across its broad set of capabilities to provide the Joint commander the blend of Army assets required to ensure mission accomplishment. True in Afghanistan today, Army Special Operations Forces are also providing assistance in the Philippines, Yemen, the Arabian Gulf, Lebanon, Colombia, the African Trans-Sahel and across the Caribbean and Central America. As Army regular forces become available, they will increasingly integrate with Army Special Operations Forces to promote trust and interoperability with allies and build partner nation capacity where mutual interests are at risk from internal or external enemies.

Fiscal Environment

Challenges of Reduced Budget

Today's global fiscal environment is driving defense budgets down for our partners and allies, as well as our Nation. Historically, defense spending has been cyclic with significant reductions following the end of major conflicts. The Army understands it cannot be immune to these fiscal realities and must be part of the solution. Our focus areas for the FY 13 budget demonstrate our concerted effort to establish clear priorities that give the Nation a ready and capable Army while being good stewards of all our resources.

Challenges of Continuing Resolutions

Timely and predictable funding enables the Army to plan, resource and manage the programs that produce a trained and ready force. The Army very much appreciates that Congress approved the FY 12 budget earlier than had been the case in recent years when we were forced to operate for long stretches under continuing resolutions. Long-term continuing resolutions force the Army to slow its spending, freeze production rates and delay the start of new programs.

Such delays pose a risk to the Army's operational readiness and investment strategy. We stand ready to help Congress once again pass defense bills in a timely manner.

Security Environment

A series of powerful global trends continue to shape the current and future strategic environment: increased demand for dwindling resources, persistent regional conflict, empowered non-state actors, the continuing proliferation of weapons of mass destruction and failed states. We anticipate a myriad of hybrid threats that incorporate regular and irregular warfare, terrorism and criminality. We also face cyber-threats to an increasingly critical and vulnerable information technology infrastructure and the destabilizing effect of global economic downturns. Together, these trends create a complex and unpredictable environment in all of the Army's operational domains: land, sea, air, space and cyberspace.

“The Joint Force will be prepared to confront and defeat aggression anywhere in the world. It will have the ability to surge and regenerate forces and capabilities, ensuring that we can meet any future threats, by investing in our people and a strong industrial base. It will remain the world's finest military.”

~Secretary of Defense Leon E. Panetta

*Sustaining U.S. Global Leadership:
Priorities for 21st Century Defense*

Implications for America's Army

Role of the Army: Prevent, Shape, Win

In the uncertain environment our country faces, the Army remains central to our Nation's defense as part of the Joint Force. No major conflict has been won without boots on the ground. Listed below are the three essential roles the Army must play.

First, our Army must **prevent** conflict just as we did during the Cold War. Prevention is most effective when adversaries are convinced that conflict with your force would be imprudent. The Army's ability to win any fight across the full range of operations as part of a Joint Force must never be open to challenge. It must be clear that we will fight and





win, which requires a force with sufficient capacity, readiness and modernization. That means quality Soldiers; agile, adaptive leaders; versatile units; realistic training and modern equipment. Prevention is achieved through credible readiness, sometimes requiring decisive action. Our Army must continue to be a credible force around the globe to prevent miscalculations by those who would test us.

Second, our Army must help **shape** the international environment to enable our Combatant Commanders to assure our friends and contain our enemies. We do that by engaging with our partners, fostering mutual understanding through military-to-military contacts and helping them build the capacity to defend themselves. These actions are an investment in the future that the Nation cannot afford to forego. We must cultivate positive relationships before they are needed and be a reliable, consistent and respectful partner to others.

Finally, the Army must be ready to **win** decisively and dominantly. Nothing else approaches what is achieved by winning, and the consequences of losing at war are usually catastrophic. With so much at stake, the American people will expect what they have always expected of us—decisive victory. The Army must never enter into a terrible endeavor such as war unprepared. Although we may still win, it will be more expensive, cost more lives and require more time.

In addition to being trained, sized and equipped to win decisively in the more traditional operational domains, the Army also will require robust capability in cyberspace. As demonstrated over the past decade of conflict, the information environment has changed the way we fight. Military and cyberspace operations have converged, and



protecting information in cyberspace is more essential than ever to how our Army fights. The advantage will go to those able to maintain the freedom to operate and able to gain, protect and exploit information in the contested cyberspace domain. This requires the Army to be dominant in both the land and cyberspace domains.

Smaller but Reversible

As our new national defense priorities drives us to a smaller Army, we must avoid the historical pattern of drawing down too fast or risk losing leadership and capabilities, making it much harder to expand again when needed. It is critical that the Army be able to rapidly expand to meet large unexpected contingencies, and four components are key to that ability. First, the Army must maintain a strong cadre of noncommissioned and mid-grade officers to form the core of new formations when needed. Second, we will make significant investments in Army Special Operations Forces to increase their capabilities and provide the President with more options. Third, it will require ready and accessible Army National Guard and Army Reserve forces. The Army's reserve component has proven essential in contingency operations around the world. From Kosovo, the Sinai and Horn of Africa to Afghanistan and Iraq, homeland defense along America's southwest border, humanitarian assistance and disaster relief at home and abroad, the Army National Guard and Army Reserve have evolved into indispensable parts of our operational force, and we will continue to rely on them to provide depth and versatility to meet the complex

★ **Reversibility:** Structuring and pacing reductions in the Nation's ground forces in a way that preserves the ability to make a course change to surge, regenerate and mobilize the capabilities needed for any contingency.

★ **Expansibility:** Managing the force in ways that protect the Army's ability to regenerate capabilities that might be needed to meet future, unforeseen demands, maintaining intellectual capital, rank structure and other assets that could be called upon to expand key elements of the force.

This involves reexamining the mix of elements in the active and reserve components, maintaining a strong National Guard and Army Reserve, retaining a healthy cadre of experienced noncommissioned and midgrade officers, and preserving the health and viability of the Nation's defense industrial base.

demands of the future. The fourth critical component of the Army's ability to expand is the Nation's industrial base. We rely on the industrial base to perform research and development and to design, produce and maintain our weapons systems, components and parts. It must be capable of rapidly expanding to meet a large demand. Reversibility is the *sine qua non* to ensuring that the Army can rapidly grow when our Nation calls.

II. The Army's Focus Areas

Support to Operations in Afghanistan

Our immediate focus remains on providing the best trained and most ready land forces in the world to win the current fight while maintaining responsiveness for unforeseen contingencies. The support of the American people is paramount to our success. We must fulfill our responsibilities to them without draining their goodwill and treasure.

Despite continued challenges and tough conditions, our forces are making measureable progress against an adaptive enemy. Army Security Force Assistance Teams continue to train both Afghan National Army forces (now almost 180,000 strong) and Afghan National Police forces (made up of nearly 144,000 men and women in uniform). The increased capability of Afghan Security Forces is allowing security of the region to be turned back over to the government of Afghanistan district by district. During the coming year we must continue to provide trained and ready forces equipped to support operations. We remain focused on doing everything we can to ensure that we meet our national objectives and provide what our brave men and women in the field need to succeed.





In Afghanistan, the commitment and performance of our Soldiers and Civilians continues to be nothing short of extraordinary. Not only have they taken the fight to our enemies, but they have proven equally effective as emissaries. Our investment in leader development prepared them to operate in this demanding environment.

In the coming year we will continue to increase the Afghan lead of security responsibilities, target key insurgent leaders, retain and expand secure areas and help Afghan National Security Forces earn the support of the people through improved security capacity and capability. Because of its geography, distance, infrastructure and harsh environment, the difficulty and complexity of the drawdown in Afghanistan will exceed that in Iraq. The United States Army is the only organization in the world with the capability to plan and execute a logistical operation this complex and difficult.

The Army places great emphasis on properly maintaining its equipment to restore readiness to the force and ensure it is prepared to meet Combatant Commander requirements. The Army reset program reverses the effects of combat stress and restores equipment to a high level of combat capability to conduct future operations. Reset is a lengthy process, and even after the drawdown from Afghanistan is complete, the Army will require funding for 2 to 3 years to reset our equipment from the harsh demands of war.

★ **Reset** is the repair, recapitalization or replacement of equipment.

Responsible Stewardship

Institutional Army Transformation

The drive to reform the Institutional Army is about doing things better, smarter and faster while taking advantage of available technology, knowledge and experience. Our Institutional Army—the part of the Army that trains, educates and supports Army forces worldwide—will become more flexible by improving our ability to quickly adapt to changing environments, missions and priorities. The Institutional Army is also working to rapidly address the demands placed on the organization by the current and future operational environments. It performed magnificently to produce trained and ready forces, even while seeking to adapt institutional business processes.

Further, the Army is working to provide “readiness at best value” to help us live within the constraints imposed by the national and global economic situation. In short, the need to reform the Army’s institutional management processes and develop an integrated management system has never been more urgent. To enhance organizational adaptive capacity while shepherding our resources, the Army initiated a number of efforts, such as the Army Financial Improvement Plan, which will enable the Army to achieve full auditability by FY 17.

Acquisition Reform

As a result of uncertain funding, insufficient contract oversight, and an ineffective requirement determination process, the Army has initiated a significant reform of the way we develop and acquire our products and weapons. As part of this initiative, we have taken steps towards improvement through a series of capability portfolio reviews. These platforms serve to revalidate, modify or terminate programs based on the Army’s need and the affordability of the program. We have also started to fix an inefficient procurement system that too often wastes precious resources and fails to provide needed systems in a timely manner. For example, the Army commissioned a comprehensive review of our acquisition system that, based on the findings and recommendations, produced a blueprint for acquisition reform. These changes fall into four broad areas:

- realignment of acquisition requirements combined with a sharper focus on the needed competencies of acquisition professionals;

“...the world’s largest consumer of energy -- the Department of Defense --is making one of the largest commitments to clean energy in history. That will grow this market, it will strengthen our energy security.”

~President Barack Obama

*Remarks on American Energy, January 26, 2012
Buckley Air Force Base, Aurora, Colorado*



- expansion of stakeholder (acquisition professional and Soldier end-user) participation in developing requirements, planning and acquisition solicitation;
- reappraisal and streamlining of acquisition strategies and the attendant risk in such streamlining; and
- improvement in the selection, development and accountability of the people involved in the acquisition process.

We are implementing these recommendations as part of our broader effort to reform the Institutional Army.

Army Energy Security

Supplying energy to our Army around the world is increasingly challenging, expensive and dangerous. The Army must consider energy in all activities to reduce demand, increase efficiency, obtain alternative sources and create a culture of energy accountability. Energy security is an imperative that can be described in two categories, operational and garrison.

Operational energy is the energy and associated systems, information and processes required to train, move and sustain forces and systems for military operations. The Army is developing new doctrine, policies, plans and technologies that will improve the management and use of operational energy to better support Soldiers’ needs. Less energy efficient systems in an operational environment require more fuel, increasing the number of fuel convoys, and thus risking more lives and limiting our flexibility.

Garrison energy is the energy required to power Army bases and conduct Soldier training. Dependence on fossil fuels and a vulnerable electric power grid jeopardize the security of Army operating bases and mission capabilities. The impact of increasing energy prices is a decrease in the quantity and quality of training the Army can conduct.

Initiatives such as cool roofs, solar power, stormwater management and water efficiency are positive steps toward addressing the challenges of energy security in the operational and garrison environments. Innovative and adaptive leaders, seeking ways to increase energy efficiency and implement renewable and alternate sources of energy, are key to saving lives and increasing the Army’s flexibility by reducing costs.



A Leaner Army

The Army is committed to providing Combatant Commanders with the capabilities, capacity and diversity needed to be successful across a wide range of operations. With a leaner Army, we have to prioritize and also remain capable of meeting a wide range of security requirements. We will reduce in a manner that preserves our readiness and avoids any hollowing of the force. To satisfy this enduring requirement, we have three rheostats that must be continuously assessed and adjusted: end strength/force structure, readiness and modernization. We will balance these three foundational imperatives throughout the next several years to provide Combatant Commanders trained and ready forces in support of Joint Force 2020.

Force Structure and Force Design

The Army will maintain a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to continue providing a sustained flow of trained and ready forces for the full range of military operations. This will give Combatant Commanders a hedge against unexpected contingencies and enable a sustainable tempo for our all-volunteer force. Over the next five years, the Army will decrease its end-strength from a peak authorized strength of about 570,000 to 490,000 Active Army, 358,000 to 353,500 Army National Guard and 206,000 to 205,000 Army Reserve Soldiers as directed. Reducing our end strength over a deliberate ramp through the end of fiscal year 2017 allows the Army to take care of Soldiers, Families and Civilians; to continue meeting our commitments in Afghanistan; and to facilitate reversibility in an uncertain strategic environment.

An unpredictable and dynamic global security environment requires the Army, as a force in transition, to adjust and reduce its size while remaining flexible, capable and ready to meet the Nation's requirements and maintaining an ability to reverse course to readily expand if necessary. In accordance with the new defense priorities, the Army of 2020 must have a versatile mix of capabilities, formations and equipment that is lethal, agile, adaptable and responsive. As the Army transitions from the current force to a leaner force, it will do so while remaining engaged in the current conflicts. The Army will prioritize force structure and committed assets in the Pacific Region and the Middle East, and will shape the future force to support the Army's requirements as part of the Joint Force to fulfill the Nation's strategic and operational commitments.



“Above all, our freedom endures because of the men and women in uniform who defend it. As they come home, we must serve them as well as they’ve served us.”

~President Barack Obama

State of the Union Address, January 2012

The Army will optimize force structure to maintain reversibility, and achieve maximum operational strategic flexibility. Today we plan on reducing at least 8 active component Brigade Combat Teams (BCT); however, we continue to assess the design and mix of these modular formations based upon the lessons from the last ten years of combat while looking to the future. This analysis may lead to a decision to reorganize BCTs into more capable and robust formations, requiring further BCT reductions in order to increase overall versatility and agility for tomorrow's security challenges.

As the Army's active component reduces in size, the composition of combat support and combat service support enablers in the active and reserve components will be adjusted to give the Army the ability to conduct sustained operations, and to mitigate risk. The Army will continue to rely on the reserve components to provide key enablers and operational depth. An operational reserve comprised of a discrete set of capabilities combined with an enhanced level of readiness will be essential. This force will consist of three elements: select combat formations prepared to respond to crisis; combat support and combat service support enablers employed

early in support of operational plans; and forces aligned to support steady-state Combatant Commander requirements. Ensured access to the reserve component is essential to providing the operational depth and flexibility Combatant Commanders require. During the transition, we must manage our people carefully to neither compromise readiness nor break faith with those who have served the Nation so well.

Readiness

Army unit readiness is measured by the level of its manning, training and equipping. The current Army force generation model, known as ARFORGEN, has served us well in meeting the requirements for Iraq and Afghanistan; however, we will adapt it to ensure we meet future Combatant Commander requirements in the uncertain, complex strategic environment. We envision a progressive readiness model for most active and reserve component early deploying units which will align forces for Combatant Commanders. Because of their unique capabilities, our low density, high demand units do not lend themselves to a rotational pool like ARFORGEN. These units must be sustained in a constant readiness model.

The Strength of Our Army is Our Soldiers

Soldiers and Families form the foundation of unit readiness. People are the Army, and our enduring priority is to preserve the high-quality, all-volunteer force—the essential element of our strength. The Army has gained the trust of the American public more than at any other time in recent history while developing a force that is very different from what it was a few short years ago. Our Army must maintain the public's trust while our Nation fulfills its responsibilities toward Soldiers and their Families. The United States Army is unique from other professions because our core attributes are derived from American values, the Constitution and law. Today's Army is building on a successful foundation with the trust, respect and support of the American people. This foundation, and our enduring commitment to strengthening our Army Profession, will improve our force as it adapts to meet the Nation's evolving needs.

The Army is the Nation's preeminent leadership experience. The all-volunteer force is our greatest strategic asset, providing depth, versatility and unmatched experience to the Joint Force. We must continue to train, develop and retain adaptive leaders and maintain this combat-seasoned, all-volunteer force of professionals. We will continue to adjust in

order to prepare our leaders for more dynamic and complex future environments. Our leader development model is an adaptive, continuous and progressive process grounded in Army values. We grow Soldiers and Army Civilians into competent and confident leaders capable of decisive action. We must give our leaders broadening opportunities to better prepare them for the myriad challenges they will encounter. In addition, we must reinvigorate unit training, training management skills and leader development to build versatile units. By providing our leaders with the professional challenges they expect, we will retain them and nurture their adaptive spirit.

Our challenge in the coming years is not just about attracting and selecting the best available candidates to be Army professionals. We must also engage and develop our quality, combat experienced leaders so that we keep them, and they in turn, train the next generation of Army professionals. During the last decade of war, we have given our young leaders unprecedented flexibility and authority to operate effectively on the battlefield. We will prepare for tomorrow by building on that investment and ensuring that opportunities for creativity, leadership and advancement exist throughout the Army.

We must draw down wisely to avoid stifling the health of the force or breaking faith with our Soldiers, Civilians and Families. Excessive cuts would create high risk in our ability to sustain readiness. We must avoid our historical pattern of drawing down too much or too fast and risk losing the leadership, technical skills and combat experience that cannot be easily reclaimed. We must identify and safeguard key programs in education, leader development, health care, quality of life and retirement—programs critical to retaining our Soldiers.

The Strength of Our Soldiers is Our Families

In order to ensure a relevant and ready all-volunteer force, the Army will continue to invest heavily in our Soldier and Family programs. The Army Family Covenant expresses the Army's commitment to care for Soldiers and their Families by providing a strong, supportive environment that enhances their strength and resilience and helps them to thrive. The Covenant focuses on programs, services and initiatives essential to preserving an all-volunteer force and institutionalizes the Army's commitment to provide Soldiers and their Families a quality of life commensurate with their service to the Nation. Through the Covenant, the Army is improving the delivery of Soldier and Family programs and





services, sustaining accessibility to quality health care, and promoting education and employment opportunities for Family members. We are sustaining high-quality housing; ensuring excellence in school support, youth services and child care; and maintaining quality recreation services for Soldiers and Family members as they serve on the Nation's behalf around the world. We will not walk away from our commitment to our Families; however, a different fiscal reality requires us to review our investments and eliminate redundant and poor performing programs while sustaining those that are high performing and most beneficial to our Families.

Honoring Service

We must fulfill our moral obligation to the health, welfare and care of our Soldiers, Civilians and Families. The effects of more than 10 years of war and inadequate dwell time at home has resulted in a cumulative stress on Soldiers, Families and communities that has significant implications for the Army and our Nation. We have implemented an unprecedented number of personnel-focused programs, including Comprehensive Soldier Fitness; Wounded Warrior

Program and Health Promotion, Risk Reduction and Suicide Prevention, to ensure the continued care, support and services that sustain the high quality of our force.

Sexual harassment and sexual assault are inconsistent with the Army's values and our profession. It is imperative that we foster a climate where such misconduct is not tolerated and the dignity of our Soldiers, Civilians and Family members is respected and protected. Army Leaders are focused on the urgency of this issue and the level of commitment required to affect cultural change and combat this crime. We are aggressively implementing and expanding the Army's comprehensive Sexual Harassment/Assault Response and Prevention (SHARP) Program. The SHARP program is aimed at command prevention efforts at all levels, educating all members of our Army family, training our first responder professionals and supporting victims while reducing the stigma of reporting. One incident of this type of unwarranted and abusive behavior is one too many. The Army is committed to ensuring leadership at all levels is engaged in preventing sexual assault and harassment, and to appropriately holding offenders accountable.



The Army continues to invest heavily in better understanding traumatic brain injury and post-traumatic stress, the invisible signature wounds of our recent wars. We have developed and implemented new prevention and treatment protocols, and we are in the third year of our 5-year partnership with the National Institute of Mental Health to identify the factors that help protect a Soldier's mental health and those that put it at risk.

We have also started to reduce the length of deployments to 9 months for many of our units at the division level and below, which we believe will alleviate significant pressure on our Soldiers and their Families. We are doubling our efforts to ensure that each of our more than 18,000 Soldiers currently enrolled in the Integrated Disability Evaluation System is carefully examined to determine whether he or she should return to civilian life or continue military service. A recent initiative between the Department of Defense and U.S. Department of Veterans Affairs—the Integrated Disability Evaluation System—integrates formerly separate programs, resulting in a streamlined, more efficient process for servicemembers, which will reduce the backlog of Soldiers awaiting benefits.

As we draw down the Army, we must honor our veterans with the very best support, care and services they deserve as they make the transition from military service to civilian life. We are committed to our Soldiers and their Families, who are the strength of the Army. At the same time, the Army is focused on wisely managing our resources in the health care arena. The Army supports Defense Department proposals to further reduce the rate of growth in health care costs – proposals that are aligned with our priorities. TRICARE is a superb health benefit

– one of the best in the country and appropriately so. Just as in all areas of the defense budget, we need to make decisions that preserve a strong benefit yet reflect the fiscal realities of the times. The proposals take care to exempt populations who have made the greatest sacrifices – those who are medically retired and those Families who have lost their loved one while serving on active duty. The changes proposed are also adjusted to reflect lower adjustments for those retirees with lower retirement pay. And, most importantly, the Department continues to provide resources that improve the overall health system for our Soldiers and their Families.

The Army is using the Health Promotion and Risk Reduction FY 11 Campaign Plan to holistically promote health and reduce risk. The Campaign Plan incorporates findings and recommendations from Department of Defense and Army reports regarding health promotion, risk reduction and suicide prevention. Health promotion and risk reduction activities are essential to sustain the force under the current operating tempo and reset our Army.

Modernization

The Army has global responsibilities requiring large technological advantages to prevail decisively in combat. Just as pilots and sailors seek supremacy in the air and on the seas, Soldiers must dominate their enemies on land. Modernizing, especially as end-strength is reduced, is the key to ensuring that our dominance continues.

The Army is setting priorities and making prudent choices to provide the best possible force for the Nation within the resources available. We are developing and fielding a versatile and affordable mix of equipment to enable us to succeed in the full range of missions and maintain a decisive advantage over our enemies. To meet the challenges of an evolving strategic and fiscal environment, our strategy is based on three tenets: integrated capability portfolios, incremental modernization and leveraging the Army Force Generation cycle.

- Integrated capability portfolios align stakeholders to identify capability gaps and eliminate unnecessary redundancies.
- Incremental modernization enables us to deliver new and improved capabilities by leveraging mature technologies, shortening development times, planning growth potential and acquiring in quantities that give us the greatest advantage while hedging against uncertainty.





- Army Force Generation processes synchronize the distribution of equipment to units providing increased readiness over time and delivering a steady and predictable supply of trained and ready modular forces. The Army has consolidated its materiel management process under a single command and designated U.S. Army Materiel Command as the Army's Lead Materiel Integrator. Additionally, we consolidated all of our materiel data into a single authoritative repository called the Logistics Information Warehouse.

These emerging systems and processes represent a powerful new approach for implementing the Army's equipping priorities, policies and programs to the meet new security demands of the 21st century. The equipment requested in the FY 13 President's Budget strikes a balance between current and future needs, provides the basis for an affordable equipping strategy over time, and takes into account Army requirements and priorities. In developing this request, the Army made difficult decisions to shift funds previously programmed for future capabilities to current needs. The decisions came at the expense of promising and needed technologies with capabilities that did not fit within resource limitations. The Army's top four modernization priorities are the Network, Ground Combat Vehicle, Joint Light Tactical Vehicle and Soldier Systems.

Network

Also known as LandWarNet, the Network remains the Army's top investment priority. With expectations of tighter budgets and a still very active threat environment, the Army will have to produce a force that is smaller yet more capable. The Network is the core of that smaller, capable Army.



The Army is conducting a series of semiannual field exercises known as the Network Integration Evaluation to evaluate, integrate and mature the Army's tactical network. The exercises will assess network and non-network capabilities to determine implications across doctrine, organization, training, materiel, leadership and education, personnel and facilities. The process aligns several key Army network programs and advances the fusion of radio waveforms to form an integrated network baseline to which industry can build.

The foundation of the modernized Network is a Joint, secure and common architecture that will provide information from the cloud to enable leaders, units and the Institutional Army to function more effectively. The Army will extend this critical capability to its installations around the world. This capability will increase force effectiveness, facilitate transition for units and individuals from one phase of the Army Force Generation cycle to another and greatly improve network security.

The major programs that form the backbone of the tactical network are:

- the Warfighter Information Network-Tactical, which provides a real-time common operating picture down to the company level by extending satellite and line-of-sight communications, including telephone, data and video;
- the Joint Tactical Radio System, an advanced software-defined family of radios that will carry data and voice for dismounted troops and airborne and maritime platforms;

- the Distributed Common Ground System - Army, which provides intelligence, surveillance and reconnaissance data, as well as access to the entire Defense Intelligence Information Enterprise, to commanders from the company to Army service component command level;
- the Joint Battle Command Platform, which provides situational awareness data enhancing mission command to Army and Marine Corps tactical operations centers and combat vehicles; and
- the Nett Warrior, which gives dismounted leaders integrated situational awareness and information sharing, helping them to avoid fratricide and increase combat effectiveness.

The Army Network must be dynamic to give Soldiers, Civilians and partners information and services when and where needed. Investment must be steady and wisely applied, while maintaining a strong partnership with industry.

Ground Combat Vehicle (GCV)

The Infantry Fighting Vehicle is reaching the limit of its capacity to receive technology upgrades proven critical for Soldiers in combat operations. The GCV is the Army's replacement program for the Infantry Fighting Vehicle and the centerpiece of the Army's overall combat vehicle investment strategy. It will be designed to deliver a full nine-man squad with improved survivability protection, mobility and network integration, considered crucial to our ability to conduct fire and maneuver in close quarters fighting in complex terrain. The vehicle will also provide the growth potential necessary to accommodate advances in protection, networking and space, weight, power and cooling technologies while reducing sustainment demands. No current vehicle can sufficiently meet all these requirements.

The GCV acquisition strategy implements affordability measures designed to ensure the long-term success of the program as the Army faces constrained resources in the future. To develop this acquisition strategy, the Army and the Office of the Secretary of Defense conducted a comprehensive review to make sure the program is both achievable and affordable within a 7-year timeframe. The model adopted for the GCV program incentivizes industry to use the best of mature technologies that are both affordable and support the 7-year timeframe. The Army has also paid close attention to

risk reduction within the program by requiring industry to identify potential cost, schedule and performance tradeoffs; provide cost targets throughout the GCV's life cycle; and maximize competition to support innovation, cost containment and schedule requirements.

Joint Light Tactical Vehicle (JLTV)

As a Joint Service program between the Army and Marine Corps, the JLTV will replace approximately one-third of the Army's oldest unarmored High Mobility Multipurpose Wheeled Vehicles (HMMWV). The JLTV incorporates the strengths of the Mine-Resistant, Ambush-Protected (MRAP) vehicles that the HMMWV family of vehicles does not provide. The HMMWV was not designed to be used as an armored combat vehicle, but it was often employed as one during the wars in Afghanistan and Iraq. In contrast, the JLTV will be designed for this role from the outset. It will be capable of operating across the range of military operations and physical environments providing improved mobility and protection for Soldiers. The JLTV balances protection, payload, performance and improved fuel efficiency in one affordable and sustainable vehicle. It will also be fully integrated into the Network to enhance the effectiveness of ground forces.

Soldier Systems

The squad is the foundation of the decisive force; it is the cornerstone of all units. To ensure the success of combat operations in the future, the Army will invest in systems that consider the squad as a team rather than a collection of individuals. This approach will guarantee that the squad will not be in a fair fight but will have overmatch. The Army will continue to invest in Soldier systems that enable the lethality, protection, situational awareness and mobility of the individual Soldier in his or her squad. These systems include small arms, night vision, Soldier sensors, body armor and individual clothing and equipment.

III. Summary and Conclusion

The Army has been, and will continue to be, a critical part of the Joint Force because land power remains the politically decisive form of warfare and is essential to America's national security strategy. No major conflict has ever been won without "boots on the ground." By being tasked to seize, occupy and defend land areas, as well as to defeat enemy land forces, the Army is unique because it must not only deploy and defeat





an adversary, but must be prepared to remain in the region until the Nation's long-term strategic objectives are secured. Indeed, the insertion of ground troops is the most tangible and durable measure of America's commitment to defend our interests, protect our friends and defeat our enemies.

With global trends pointing to further instability, our Army remains a key guardian of our national security. In the wake of the Cold War, it was said that we had reached the "end of history," and that liberal democracy had won the ideological competition. However, events since then make it clear that potential adversaries with competing ideologies still exist and are extremely dangerous.

As a result, we find ourselves in an increasingly uncertain world, with threats ranging from terrorist and cyberattacks to regional instability to the proliferation of weapons of mass destruction. For our Army that means we will likely have to deal with near peer competitors in niche areas and hybrid threats that mix regular, irregular and criminal activity—all while still facing the possibility of a conventional force-on-force conflict.

The danger extends from the homeland to the theater where combat operations might occur. Conflict is the norm; a stable peace the exception. In such a world, our adversaries will adapt to gain advantage, especially in the land domain. And it is on

land, that our challenges will be the most complex because of dynamic human relationships and terrain variables.

While the Army's new end-strength numbers allow it to support current defense priorities, it is imperative that the Army draw down end-strength levels in a smart and responsible manner. We believe that our new end-strength does that, and it provides us with the flexibility to retain the hard won expertise it has gained over the last decade. To be sure, the Army has faced similar challenges before. After every major conflict since the Revolutionary War, the Army has faced pressure to decrease its end-strength. As recently as 2001 (pre-9/11), many believed a strategic shift was needed and that the future of modern warfare would be about missile defense, satellites and high-tech weaponry because no adversary would dare challenge America's conventional forces. But whenever we have rushed to radically diminish the position of the Army, the result has always been the same: an excessive decline in effectiveness at a cost of blood and treasure.

Decreases after World War I directly contributed to failures at Kasserine Pass. Decreases after World War II led to Task Force Smith's failure in Korea. More recently, the end of the Cold War demonstrated our Nation's need for agile, adaptable and decisive ground forces to conduct a wide range of operations. These numerous missions include Operation Provide Comfort in Iraq, Joint Task Force Andrew in Florida, Operation



Restore Hope in Somalia, Operation Uphold Democracy in Haiti, Operation Joint Endeavor in Bosnia-Herzegovina, and Operation Joint Guardian in Kosovo. What they have in common is that they were unforeseen, thus emphasizing our need to avoid the historical pattern of drawing down too fast.

America's leaders face difficult choices as they chart the way ahead for our Nation. Familiar external threats persist and complex new challenges will emerge. Concurrently, fiscal limitations create internal challenges for our leaders. America's Army is prepared to fulfill its role in keeping the Nation secure. The Army will **prevent** conflict by remaining a credible force with sufficient capacity to dissuade adversaries from challenging American interests. The Army will **shape** the environment, building positive relationships and capabilities that enable nations to effectively protect and govern their citizenry. Finally, when called, the Army will fight for the Nation and **win** decisively. We understand these responsibilities and resolve not to reduce the size of the Army in a manner that does not permit us to reverse the process should demand for forces increase dramatically.

As we look ahead, the Army is focusing on three areas. Our first priority remains supporting operations in Afghanistan. We will guard against becoming distracted by the future at the risk of our men and women who remain in harm's way.

Second, we will be the very best stewards we can, because America's resources are too precious to waste. Transforming the Institutional Army, reforming our acquisition process and ensuring energy security are essential for us to protect the resources provided by Congress and the American people.

Third, we will fight to incorporate principles and processes that preserve readiness and capability while reducing the size of the Army. We are adjusting our formations to build the right number of units with the right capability to meet the needs of the Joint Force. The past 10 years have taught us that an operational reserve force is essential to accomplish our missions and expand rapidly when required. We will invest deliberately and wisely in our Soldiers, Civilians and Families to make sure they are prepared and supported. We will treat those who have served in our ranks with respect and honor. Our wounded Soldiers will receive the very best care the Nation can provide, and our Soldiers who return to civilian life will be well prepared to do so.

Future threats will demand enhanced capabilities for our Soldiers, so we will modernize our equipment. The Army has identified four programs to highlight. The Network gives sight, sound and awareness to our Soldiers, Civilians and leaders to defeat our adversaries. The Ground Combat Vehicle and Joint Light Tactical Vehicle will incorporate hard won lessons in Iraq and Afghanistan to provide the mobility and protection our Soldiers require. Investments in Soldier Systems improve our Soldiers' ability to move, fight and survive on the battlefield.

The Army has chosen its focus areas carefully and deliberately because they will enable us to provide what the Nation needs. We owe it to America and to the American Soldier, the Nation's servant and warrior—the Strength of the Nation!



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100% Occupational Series Mapping to Career Program Designation	Army Community Service Family Readiness Programs
21st Century Training	Army Community Service Family Support Programs
5.56mm M855A1 Enhanced Performance Round (EPR)	Army Community Service Transformation
Accelerated Precision Mortar Initiative (APMI)	Army Community Service Volunteer Programs
Acquisition Cross Servicing Agreement	Army Concept Framework
Acquisition Milestone Agreement (AMA)	Army Continuing Education System (ACES)
Active Component/Reserve Component Mix	Army Corrections Systems
Active First Program Phase 3	Army Culture and Foreign Language Strategy (ACFLS)
Adaptability Through Mission Command (MC)	Army Cyber Command/2nd Army
Aerial Delivery	Army Data Center Consolidation Plan (ADCCP)
Affirmative Employment Program	Army Data Strategy
Afghanistan Equipment Retrograde	Army Deployment Support Services for Children and Youth
Ammunition Readiness Program	Army Diversity Roadmap
AntiAccess/Area Denial (A2/AD) and the Expeditionary Army	Army Energy Enterprise
Antiterrorism (AT) Program	Army Energy Initiatives Task Force
Apps for the Army	Army Enterprise Equipping and Reuse Conference (AEERC)
Armed Forces Recreation Centers	Army Environmental Programs
Army 09L Interpreter - Translator Military Occupational Specialty	Army Environmental Quality Technology (EQT) Program
Army Acquisition Workforce Growth Initiatives and Capabilities	Army Equipping Strategy, Equipping an ARFORGEN based Army
Army Asymmetric Warfare Group (AWG)	Army Facility Strategy 2020
Army Baseline Information Technology Services (ABITS)	Army Family Action Plan (AFAP)
Army Capstone Concept (ACC)	Army Family Covenant
Army Career and Alumni Program (ACAP)	Army Financial Liability Investigation of Property Loss Tracker (AFT)
Army Career Tracker (ACT)	Army Force Generation (ARFORGEN) Synchronization Tool (AST)
Army Civilian Career Intern Program	
Army Community Covenant	

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Army Geospatial Enterprise (AGE)	Army National Guard (ARNG) General Educational Development (GED) Plus Program
Army Hiring Reform	Army National Guard (ARNG) Implementation of the Army Community of Excellence (ACOE) Program
Army Leader Development Strategy for a 21st Century (ALDS)	Army National Guard (ARNG) Job Connection Education Program (JCEP)
Army Learning Model (ALM) for 2015	Army National Guard (ARNG) Occupational Health and Industrial Hygiene (OH/IH)
Army Materiel Command (AMC) Support to Operation New Dawn	Army National Guard (ARNG) Patriot Academy
Army Materiel Command (AMC) G2X Cyber and Counterintelligence (CI) Collaboration (AMC G2X)	Army National Guard (ARNG) Periodic Health Assessment (PHA)
Army Materiel Command (AMC) Support to Operation Enduring Freedom (OEF) Surge Recovery	Army National Guard (ARNG) Personnel Blast or Contaminant Tracker (PBCT)
Army National Guard (ARNG) Community Based Warrior Transition Units (WTU)	Army National Guard (ARNG) Post Deployment Health Reassessment (PDHRA)
Army National Guard (ARNG) Crisis Action Team (CAT)	Army National Guard (ARNG) Recruit Sustainment Program
Army National Guard (ARNG) Distributed Learning Program	Army National Guard (ARNG) Recruiting Assistance Program (GRAP)
Army National Guard (ARNG) Employer Support to Guard and Reserve (ESGR)	Army National Guard (ARNG) Resilience Programs
Army National Guard (ARNG) Energy Conservation Initiatives	Army National Guard (ARNG) Resilience, Risk Reduction, and Suicide Prevention (R3SP) Task Force
Army National Guard (ARNG) Energy Lab	Army National Guard (ARNG) Special Operations
Army National Guard (ARNG) Enterprise Data Warehousing	Army National Guard (ARNG) Strong Bonds Program
Army National Guard (ARNG) Environmental Program	Army National Guard (ARNG) Support Center (GSC)
Army National Guard (ARNG) eXportable Combat Training Capability (XCTC)	Army National Guard (ARNG) Survivor Services
Army National Guard (ARNG) Family Assistance Centers	Army National Guard (ARNG) The Army School System (TASS) Training Institutions
Army National Guard (ARNG) Freedom Salute Campaign	Army National Guard (ARNG) Yellow Ribbon Reintegration Program
Army National Guard (ARNG) G-1 Personnel Gateway	Army National Guard (ARNG) Agribusiness Development Team
	Army National Guard (ARNG) Aviation Training Sites (AATS)



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Army Net Zero Installation Initiative	Capabilities Development for Rapid Transition (CDRT)
Army of 2020	Capability Packages (CP)
Army One Source (AOS)	Center for the Army Profession and Ethic (CAPE)
Army Patient Centered Medical Home	Changes to the Army Officer Evaluation Reporting System
Army Prepositioned Stock (APS) Afloat	Chemical Demilitarization Program (CDP)
Army Request for Information Technology (ARFIT)	Chemical, Biological, Radiological and Nuclear (CBRN) Response Enterprise
Army Safety and Occupational Health Training	Child Development Program
Army Safety Center Online Tools and Initiatives	Child, Youth & School (CYS) Services
Army Security Cooperation Support to Building Partner Capacity	Civilian Education System (CES) at the Army Management Staff College (AMSC)
Army Software Depot Maintenance	Civilian Functional Training
Army Spouse and Retiree Smartcard Pilot	Civilian Manpower Budget Forecasting and Armys Civilian Forecasting System (CIVFORS)
Army Strategic Guidance for Leader Development (ASGLD)	Civilian Wellness Program
Army Substance Abuse Program (ASAP Post War)	Civilian Workforce Transformation (CWT)
Army Sustainability	College of the American Soldier (CAS)
Army Training Concept (ATC) 2012-2020	Combat Aviation Brigades (CABs) within the Army National Guard
Army Training Network (ATN)	Combat Casualty Care
Army Warfighting Challenges (AWFCs) and Campaign of Learning (CoL)	Combat Training Center (CTC) Program
Army Warrior Care and Transition Program	Combating Weapons of Mass Destruction (CWMD)
Aviation Center Logistics Command (ACLC)	Common Ground - Joint Capability Demonstration Technology
Aviation Ground Power Unit (AGPU)	Common Logistics Operating Environment / Threshold Capability Implementation (CLOE/TCI)
Base Realignment and Closure (BRAC) Program	Common Operating Environment (COE) Architecture
Behavioral Health	Competency-based Management System (CMS)
Better Opportunity for Single Soldiers (BOSS)	Condition Based Maintenance Plus (CBM+)
Biometrics	Condition Based Maintenance Plus (CBM+) Enterprise Capability
Brigade Modernization Command (BMC)	
Building Partner Capacity Concept (BPC)	
Capabilities Determination (CD)	

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Condition Based Maintenance Plus (CBM+) US Army Tank and Automotive Command (TACOM) At-Platform Tool Suite (TAPTS)	Enhanced Army Global Logistics Enterprise (EAGLE) Program
Condition-Based Maintenance Plus (CBM)	Enterprise Collaboration Services (ECS)
Condition-Based Maintenance+ (CBM+) Integrated Architecture	Enterprise Exchange Email
Contingency Basing	Environmental Attributes of Nanomaterials
Continuous Process Improvement (CPI) Program	Equal Opportunity Program
Continuum of Service	Equipping the Reserve Component
Contract Closeouts	Exceptional Family Member Program (EFMP) Respite Care
Cost Management	Exercise EAGLE OWL
Counter-Rocket, Artillery and Mortar (C-RAM)	Expeditionary Contracting (EC)
Cyber Information Assurance and Security Team	Expeditionary Forensic Laboratory (EFL)
Cyberspace Operations	Family Advocacy Program (FAP)
Defense Coordinating Officer (DCO) Defense Coordinating Element (DCE)	Field Training Exercise Vibrant Response
Defense Support To Civil Authorities (DSCA)	Fielding of AH-64D Apache Longbow Helicopter to the Army National Guard (ARNG)
Deployment / Redeployment Excellence Campaign Plan (DRECP)	Fielding of CH-47F Improved Cargo Helicopter to the Army National Guard (ARNG)
Deployment Cycle Support (DCS)	Fielding of Lakota LUH Helicopter (UH-72A) to the Army National Guard (ARNG)
Depot Maintenance Initiatives	Fielding of Tactical Unmanned Aircraft System to the Army National Guard (ARNG)
Depot Maintenance of the Future (DMOF)	Fielding of UHHH-60M Blackhawk Helicopters to the Army National Guard (ARNG)
Directors of Logistics (DOL) Enterprise Transformation	Fleet Management Expanded (FMX)
Distributed Common Ground System-Army (DCGS-A)	Force Protection - Protective Systems
Doctrine 2015	Force Provider Program
Document and Media Exploitation (DOMEX)	Foreign Military Sales (FMS)
Domestic All-Hazards Response Team (DART)	Forensics
Dont Ask, Dont Tell (DADT)	Full Spectrum Training Concept
Energy and Sustainability Planning	Full Time Support for the Operational Reserve
Energy Sustainability Initiatives at Letterkenny Army Depot (LEAD)	General Fund Enterprise Business System (GFEBS)



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General Fund Enterprise Business System for the Army National Guard (ARNG)	Letterkenny Army Depot (LEAD) Designated as the Source of Supply for Secondaries for Aviation Ground Power Unit (AGPU) Hydraulic Pump
Global Combat Support System-Army (GCSS-Army)	Logistics Civil Augmentation Program (LOGCAP) Energy Savings Initiatives
Global Posture	Logistics Information Warehouse (LIW)
Ground Combat Vehicle	Logistics Modernization Program (LMP)
Growing Army Human Intelligence (HUMINT) Capabilities	Medical Communications for Combat Casualty Care (MC4)
Guaranteed Access to Flatcar Capacity for Force Deployments	Medical Readiness
Guard Apprenticeship Program Initiative (GAPI)	Military Accessions Vital to the National Interest (MAVNI) Program
Guard Earth Geographic Mapping Analysis Tool	Military Construction (MILCON) Business Process
Human Capital Management Reform – HR2020	Military Family Life Consultant (MFLC) Program
Human Terrain System (HTS)	Military Intelligence Rebalancing
Identity Management	Military Spouse Employment Partnership (MSEP) Program
Industrial Base IT Modernization	Mine Resistant Ambush Protected Vehicles (MRAP)
Information Technology Asset Management	Mission Contracting Centers (MCC)
Initial Military Training (IMT) Improvements	Mission Training Complex, Leavenworth
Insensitive Munitions (IM) Explosive	Mobile Access for Logistics
Integrated Personnel and Pay System-Army (IPPS-A)	Mobile Computing and Mobile Device Management Capabilities
Integrated Training Environment (ITE)	Mobile Parts Hospital (MPH)
Intelligence Training	Mobile Power Generation Equipment
Irregular Warfare (IW) Capabilities	Modular Force Conversion
Item Unique Identification (IUID) Program	Morale, Welfare, and Recreation (MWR)
Joint Battle Command-Platform (JBC-P)	Muscatatuck Army Urban Training Center
Joint Light Tactical Vehicle (JLTV)	National Football League (NFL) High School Player Development Program
Joint National Maintenance Facility (JNMF) Afghanistan	National Guard Chemical, Biological, Radiological, Nuclear and High Yield Explosive (CBRNE) Enhanced Response Force Packages (CERFP) Teams
Joint Tactical Radio System (JTRS)	
LandWarNet/Battle Command Test, Integration and Certification	
Lead Materiel Integrator (LMI)	

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National Guard Counter-Drug (CD) Program	Post Deployment Health Reassessment (PDHRA)
National Guard Financial Management Awareness Program (FMAP)	Privatization of Army Lodging (PAL)
National Guard Homeland Response Force (HRF)	Property Accountability Campaign
National Guard State Partnership Program: Global Engagements	Rapid Adaptation Initiative (RAI)
National Guard Support to the Southwest Border	Rapid Equipping Force (REF)
National Guard Virtual Diversity Conference	Real Estate Disposal
National Guard Weapons of Mass Destruction (WMD) Civil Support Teams (CST)	Rehabilitative Medicine
National Guard Youth ChalleNGe Program	Reserve Components (RC) as Part of the Operational Force
Network Capability Set Management (CSM)	Residential Communities Initiative (RCI)
Network Integration Evaluation	Responsible Reset Task Force (R2TF)
Next Generation Wireless Communications (NGWC) for Logistics Applications	Restructuring Army Aviation
Non-Commissioned Officer Education System (NCOES)	Retirement Services
Non-Deployable Campaign	Risk Reduction Initiatives (Commanders Dashboard)
Officer Education System (OES)	Robotic Systems Joint Project Office Overview
Operational Access to Army Reserve Units	Rotary Wing Aircraft and Unmanned Aircraft within the Army National Guard (ARNG)
Operational Contract Support (OCS)	Satellite Enabled Tracking and Intrusion Detection (SETID) to improve In-Transit Visibility (ITV)
Operational Energy	Second Destination Transportation Program
Operational Environment (OE)	Security Cooperation and the Army National Guard (ARNG)
Operational Mentorship and Liaison Teams (OMLTs)	Self Protection Adaptive Roller Kit II (SPARK II)
Operational Support Airlift Agency	Sexual Harassment/Assault Response and Prevention (SHARP) Program
Optimization of Army Services Acquisition	Single Army Logistics Enterprise
Organizational Clothing and Individual Equipment (OCIE) and Central Issue Facility (CIF) Modernization and Management Improvements	Small Arms Modernization
Paperless Initiative, Tobyhanna Army Depot (TYAD)	Soldier Access to Training Lands
Persistent Air and Ground Surveillance to Counter Improvised Explosive Devices (IEDs)	Soldier and Family Assistance Centers & Warrior-in-Transition Units (WTU)
	Soldier Plate Carrier System (SPCS)



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Soldiers Creed	Traumatic Brain Injury (TBI)
State Partnership Program for Excess Non-Standard Equipment (NSE) in Iraq	Tunnel Detection Activity System (TDAS)
Strategic Energy Initiatives, Tobyhanna Army Depot (TYAD)	U.S. Army Information Systems Engineering Command (USAISEC)
Strong Bonds	U.S. Army Public Health Command Transition
Structured Self Development	Unexploded Ordnance (UXO)
Stryker Double-V Hull	United States Africa Command (USAFRICOM)
Substance Abuse Training Initiatives	United States Army Civilian Police and Guard Academy
Supporting Soldier Access to Training Lands – Noise Management	United States Army South (ARSOUTH)
Survivor Outreach Services	US Army Space and Missile Defense Command/ Army Forces Strategic Command (USASMDC/ ARSTRAT)
Sustainable Range Program (SRP)	Utilities Privatization (UP)
Sustainment Execution Transfer Integrated Project Team (SET-IPT)	Vets4Warriors National Peer Support Line
Synthetic Stimulant Use in the Army	Virtual End User Environment (VEUE)
Temporary End Strength Increase (TESI) Drawdown Plan	Virtual Forward Operating Base
The Army Civil Works Program, Caring for Americas Water Resources	Visibility of Integrated Tactical Logistics (VITaL)
The Army Operating Concept (AOC)	War Reserves Secondary Items (WRSI)
The Employer Partnership of the Armed Forces	Warfighter Information Network-Tactical (WIN-T)
The Full Spectrum Combat Aviation Brigade (FSCAB)	Warfighter Information Network-Tactical Increment Two (WIN-T Inc 2)
The Industrial Base (IB)	Warrior Ethos
The Office of Business Transformation	Water Security
The Squad: Foundation of the Decisive Force (SFDF)	Western Hemisphere Institute for Security Cooperation (WHINSEC)
Theater Readiness Monitoring Facility's, Certified Round Assembly Facility	Women in the Army (WITA) Assignment Policy
Theater Support and Aviation Reset	Youth Programs
Training Brain Operations Center (TBOC)	
Training Land Management	

ADDENDUM B - Websites

Headquarters, Department of the Army and Other Commands

This site provides links to the Army Headquarters and many of its units.

<http://www.army.mil/info/organization/>

The Army Webpage

This site provides news, features, imagery, and references.

<http://www.army.mil/>

The Army Modernization Strategy

https://www.g8.army.mil/pdf/AMP2012_hq.pdf

The Army Posture Statement

This site provides access to archived Army Posture Statements from 1997 to 2011.

<http://www.army.mil/aps>

The Army Secretariat

Assistant Secretary of the Army (Manpower & Reserve Affairs):

<http://www.asamra.army.mil/>

Assistant Secretary of the Army (Civil Works):

<http://www.hqda.army.mil/asacw/>

Assistant Secretary of the (Army Acquisition, Logistics & Technology):

<https://www.alt.army.mil/>

Assistant Secretary of the Army (Financial Management & Comptroller):

<http://www.asafm.army.mil/>

Assistant Secretary of the Army (Installations, Energy & Environment):

<http://www.asaie.army.mil/>

The Army Staff

Personnel: G-1

<http://www.armyg1.army.mil/>

Intelligence: G-2

<http://www.dami.army.pentagon.mil/>

Operations, Plans, and Policy: G-3/5/7

(Requires CAC or AKO login)

<https://www.g357extranet.army.pentagon.mil>

Logistics: G-4

<http://www.hqda.army.mil/logweb/>

Information: CIO / G06

<http://www.army.mil/ciog6/>

Programs: G-8

This site provides information on material integration and management.

<https://www.g8.army.mil/>

Installation Management

This site provides information about a variety of services and programs related to installation support to Soldiers, their Families, and Army Civilians.

<http://www.acsim.army.mil/>

Army Commands (ACOMs)

Army Forces Command (FORSCOM)

<http://www.forscom.army.mil/>

Army Materiel Command (AMC)

<http://www.amc.army.mil/>

Army Training and Doctrine Command (TRADOC)

<http://www.tradoc.army.mil/>

Reserve Components

Army National Guard

<http://www.arng.army.mil>

Army Reserve

<http://www.armyreserve.army.mil>

Other informative websites

Army Wounded Warrior Program

This site provides information on the Army's Wounded Warrior Program which provides support to severely wounded Soldiers and their Families.

<https://www.aw2.army.mil>

Army OneSource

This site serves as an entry point to the Army Integrated Family Network and Army OneSource.

<https://www.myarmyonesource.com/default.aspx>

The Army's STAND-TO

STAND-TO! has a mission focus to provide a broad, objective view of the U.S. Army and its operations, doctrine and programs.

<http://www.army.mil/standto>



ADDENDUM C - Abbreviations

AC	Active Component	AWO	Asymmetric Warfare Office
ACOM	Army Command	AW2	Army Wounded Warrior Program
ACP	Army Campaign Plan	BCT	Brigade Combat Team
AFC	Army Family Covenant	BCTP	Battle Command Training Program
AFRICOM	Africa Command	BOG	Boots on Ground
AMAP	Army Medical Action Plan	BOLC	Basic Officer Leader Course
AMC	Army Materiel Command	BRAC	Base Realignment and Closure
AMS	Army Modernization Strategy	CBM	Conditions Based Maintenance
APS	Army Prepositioned Stocks	CBRN	Chemical, Biological, Radiological, and Nuclear
AR	Army Regulation	CBRNE	Chemical, Biological, Radiological, Nuclear, and (High-Yield) Explosives
ARCIC	Army Capabilities Integration Center	CEF	Contingency Expeditionary Force
ARFORGEN	Army Force Generation	CES	Civilian Education System
ARNG	Army National Guard	CMO	Chief Management Officer
ASC	Army Sustainment Command	CMTC	Combat Maneuver Training Center
ASCC	Army Service Component Command	COCOM	Combatant Command
ASEP	Army Spouse Employment Partnership		
AWG	Asymmetric Warfare Group		

ADDENDUM C - Abbreviations

COE	Center of Excellence; Common Operating Environment; Contemporary Operating Environment	EOD	Explosive Ordnance Disposal
COIN	Counterinsurgency	FORSCOM	Forces Command
CPR	Capability Portfolio Review	FY	Fiscal Year
CS	Combat Support	GCSS-A	Global Combat Service Support-Army
CSF	Comprehensive Soldier Fitness	GFEBs	General Fund Enterprise Business System
CSS	Combat Service Support	HBCT	Heavy Brigade Combat Team
CT	Counter Terrorism	HMMWV	High Mobility Multipurpose Wheeled Vehicle
CTC	Combat Training Center	HP&RR	Health Promotion and Risk Reduction
CTE	Collective Training Event	HQDA	Headquarters, Department of the Army
DA	Department of the Army	IBCT	Infantry Brigade Combat Team
DA PAM	Department of the Army Pamphlet	IED	Improvised Explosive Device
DCGS-A	Distributed Common Ground System-Army	IPPS-A	Integrated Personnel and Pay System - Army
DEF	Deployment Expeditionary Force	ISR	Intelligence, Surveillance, and Reconnaissance
DMDC	Defense Manpower Data Center	IT	Information Technology
DoD	Department of Defense	JIEDDO	Joint Improvised Explosive Device Defeat Organization
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities		



ADDENDUM C - Abbreviations

JIIM	Joint, Interagency, Intergovernmental, and Multinational	NDA	National Defense Authorization Act
JRTC	Joint Readiness Training Center	NDS	National Defense Strategy
JTF	Joint Task Force	NTC	National Training Center
LMP	Logistics Modernization Program	OBT	Office of Business Transformation
LSS	Lean Six Sigma	OCO	Overseas Contingency Operations
MI	Military Intelligence	OEF	Operation Enduring Freedom
METL	Mission Essential Task List	OIF	Operation Iraqi Freedom
MFLC	Military Family Life Consultant	OND	Operation New Dawn
MRAP	Mine-Resistant, Ambush-Protected	OPLAN	Operation Plan
MRE	Mission Readiness Exercise	OPTEMPO	Operating Tempo
MRT	Mission Readiness Training	O&M	Operations and Maintenance
MRX	Mission Rehearsal Exercise	POM	Program Objective Memorandum
MTOE	Modified Table of Organization and Equipment	PTDO	Prepare to Deploy Orders
MTT	Mobile Training Teams	PTSD	Post-Traumatic Stress Disorder
NBC	Nuclear, Biological, Chemical	QDR	Quadrennial Defense Review
NET	New Equipment Training	QOL	Quality of Life
NCO	Non Commissioned Officer	RC	Reserve Component
		RCI	Residential Communities Initiative

ADDENDUM C - Abbreviations

REF	Rapid Equipping Force	UAV	Unmanned Aerial Vehicle
RFI	Rapid Fielding Initiative	USAR	United States Army Reserve
SALE	Single Army Logistics Enterprise	VBIED	Vehicle Borne Improvised Explosive Device
SBCT	Stryker Brigade Combat Team	WMD	Weapons of Mass Destruction
SFAC	Soldier and Family Assistance Center	WO	Warrant Officer
SFAP	Soldier and Family Action Plan	WTBD	Warrior Tasks and Battle Drills
SHARP	Sexual Harassment / Assault Response and Prevention (SHARP) Program	WTU	Warrior Transition Units
SIGINT	Signals Intelligence		
SOF	Special Operations Forces		
SOS	Survivor Outreach Services		
TBI	Traumatic Brain Injury		
TDA	Table of Distribution and Allowances		
TRADOC	Training and Doctrine Command		
TTP	Tactics, Techniques, and Procedures		
UAH	Up-Armored HMMWV		
UAS	Unmanned Aircraft System		



ADDENDUM D - Definitions of Mission and Operational Terms

Capacity Building — The process of creating an environment that fosters host-nation institutional development, community participation, human resources development, and strengthening managerial systems. (Army Doctrinal Publication 3-07)

Counterdrug Operations — Civil or military actions taken to reduce or eliminate illicit drug trafficking. See also counterdrug; counterdrug nonoperational support; counterdrug operational support. (Joint Pub 1-02) (JP 3-07.4)

Counterinsurgency — Comprehensive civilian and military efforts taken to defeat an insurgency and to address any core grievances. Also called COIN. (Joint Pub 1-02) (JP 3-24)

Counterterrorism — Counterterrorism is primarily a Special Operations core task and consists of actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks. (Joint Pub 3-0)

Cyberspace Operations — The employment of cyberspace capabilities where the primary purpose is to achieve military objectives or effects in or through cyberspace. (Joint Pub 1-02) (JP 3-0)

Defense Support of Civil Authorities — Support provided by US Federal military forces, Department of Defense civilians, Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the governors of the affected states, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. Also called DSCA. Also known as civil support. (Joint Pub 1-02) (DODD 3025.18)

Disaster Control — Measures taken before, during, or after hostile action or natural or manmade disasters to reduce the probability of damage, minimize its effects, and initiate recovery. See also area damage control. (Joint Pub 1-02)

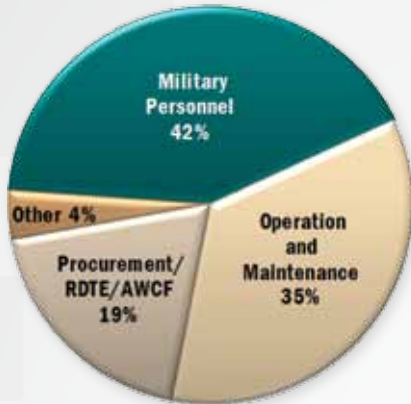
Humanitarian Assistance — Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance. Also called HA. (Joint Pub 1-02) (JP 3-57)

Stability Operations — An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (Joint Pub 1-02) (JP 3-0)

ADDENDUM E - FY 13 President's Budget

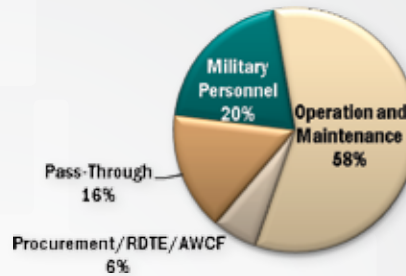
The Fiscal Year (FY) 13 President's Budget requests \$184.6 billion for the Army: \$134.6 billion in the base and \$50 billion for ongoing Overseas Contingency Operations (OCO).

FY 13 Base Budget Request



\$134.6B

FY 13 OCO Budget Request



\$150.0B

Appropriation Category	Base (\$M)	OCO (\$M)	Totals (\$)
Military Personnel	56,415.2	10,112.1	66,527.3
Operation and Maintenance	47,215.1	29,128.4	76,343.5
Procurement/RDTE/AWFC*	25,713.5	2,987.1	28,700.6
Military Construction/Family Housing/BRAC	3,563.8		3,563.8
Pass-Through Accounts**	1,680.2	7,824.6	9,504.8
Totals	134,587.8	50,052.2	184,640.0

*Army Working Capital Fund

** Pass through accounts include: Joint IED Defeat Fund, Afghanistan Security Forces Fund, Afghanistan Infrastructure Fund

Military Personnel

The FY 13 base budget requests \$56.4 billion, a \$3.7 billion decrease from FY 12. This amount funds military pay, benefits, and associated personnel costs for 1.1 million Soldiers: 502,400 Soldiers in the active component – consisting of the 490,000 enduring force and 12,400 Soldiers associated with Temporary End Strength Army Medical (TEAM), 358,200 Army National Guard, and 205,000 Army Reserve. TEAM mitigates any risk to Army readiness by providing temporary end strength allowances for Soldiers in the Integrated Disability Evaluation System.



ADDENDUM E - FY 13 President's Budget

The FY 13 OCO budget requests \$10.1 billion, a \$2.3 billion increase from FY 12. This amount funds the pay and allowances for an average mobilization level of 38,584 reserve component personnel and special pays for all deployed Soldiers. This also includes \$0.3 billion for final drawdown of the Temporary End Strength Increase (TEST) and \$4.3 billion for 49,700 active component Soldiers above the enduring force level. The reserve component OCO request primarily funds additional days of training for individuals and units in advance of mobilization or call to active duty. In addition, resources for critical post deployment activities, post deployment health reassessments, and the Yellow Ribbon programs are included in the request.

Highlights:

- Supports the Army's enduring end strength and TEAM in the base budget.
- Continues care for Soldiers and Families by providing a 1.7 percent military pay increase, a 3.9 percent basic allowance for housing increase, and a 3.4 percent basic allowance for subsistence increase.
- Recruits and retains the all-volunteer force of 1.1 million Soldiers.
- Sustains programs in support of wounded, ill, and injured Soldiers and their Families as they transition back to duty or to civilian life.
- Funds non-enduring active component end strength, mobilization of reserve component personnel, and special deployment pays for all Soldiers in OCO.

Operation and Maintenance

The FY 13 base budget requests \$47.2 billion, a \$6.3 billion increase from FY 12. Within this growth, \$2.6 billion restores funding realigned from Title II (Base) to Title IX (OCO) in FY 12 to comply with P.L. 112-74, Consolidated Appropriations Act, 2012. Operation and Maintenance (O&M) funds Soldier and unit training, ground vehicle and air vehicle operating costs, depot maintenance, base operations, and sustainment, restoration, and modernization programs.

The active component O&M base budget provides funding for a training strategy that produces Soldiers and units that are decisive in a wide range of missions including regular and irregular warfare against conventional and hybrid threats; providing humanitarian assistance, both home and abroad; and engaging with our allies while building partner capacity. Funding supports readiness, strategic mobilization, recruitment, and sustainment of the Force through adaptive unit, individual and leader training, and Family programs intended to mitigate stress and build resilience in the force. With fewer forces deployed, the base budget provides for increased home station training and depot maintenance.

The Operation and Maintenance, Army National Guard (OMNG) base budget of \$7.1 billion provides funding for operating and maintaining Army National Guard (ARNG) units in the 50 states, three territories, and the District of Columbia. To sustain readiness levels achieved after more than a decade of conflict, this budget is the first base investment toward the goal of an Operational Reserve. Increases in ground operating tempo funding for units in the ready phase of the Army Force Generation (ARFORGEN) cycle ensure the successful continuation of the ARNG's ability to achieve all assigned missions domestically and in support of Title X missions overseas. The FY 13 OMNG budget also sustains the ARNG's role as a leader in domestic security for Chemical, Biological, Radiological and Nuclear threats as they provide 55 percent of the total defense forces.

The FY 13 Operation and Maintenance, Army Reserve (OMAR) base budget request of \$3.2 billion supports training, operations, logistics, engineering, and administration and management support capabilities for the Army Reserve. Additionally, OMAR supports installation management, maintenance of real property, and personnel support to retirees, veterans and their families.

ADDENDUM E - FY 13 President's Budget

The FY 13 OCO budget requests \$29.1 billion, a decrease of \$13.7 billion from FY 12. This funds the operations and sustainment of forces deployed in support of Operation Enduring Freedom and provides resources required for pre-deployment training, force protection, in-theater operations and support, redeployment of forces, and reset of redeployed Army prepositioned stocks and equipment. The reserve component O&M requests fund additional training and pre-mobilization support for units and individuals supporting OCO.

Highlights:

- Sustains readiness through Soldier and unit training, including realistic, full spectrum training; that provides the Joint Force with decisive and sustainable land power.
- Resources installation services worldwide and support for the Army Family Covenant to provide Soldiers and their Families the quality of life they deserve and to enhance the health of the force.
- Funds the full range of operations and support for forces deployed in support of operations in Afghanistan.
- Funds the Energy Initiatives Task Force to develop programs which leverage private sector investments and tap renewable and alternative energy sources.
- Provides funding to achieve Army Installation Energy Security Program efficiency goals.
- Funds the reset of redeployed brigades, enabling units, and equipment.

Procurement

The FY 13 base budget requests \$16.7 billion, a \$2.0 billion decrease from FY 12. This funds network modernization and expansion along with combat vehicle modernization and the procurement of key aviation systems.

The FY 13 OCO budget requests \$2.9 billion, a \$0.1 billion increase from FY 12. OCO funds the replacement of battle losses and washed out equipment, replenishment of ammunition, and procurement of Intelligence, Surveillance and Reconnaissance (ISR) and other systems that provide force protection. With respect to operational energy savings, the Army is investing in Force Provider kits that are more energy efficient, Latrines and Showers that use less water, and Advanced Medium-Sized Mobile Power Source (AMMPS) and Micro-Grids that provide electricity in tandem, thereby reducing the need for redundant energy sources.

Highlights:

- Deploys mobile communications to provide advanced joint tactical end-to-end networking data and voice communications to aircraft, watercraft, and ground vehicle platforms.
- Increases the broadband backbone communications to extend the network and provide integrated ISR data from airborne and ground sensor platforms to the tactical level and to the Army Service Component Command (ASCC), with access to the Defense Intelligence Information Enterprise.
- Enhances the Infantry Fighting Vehicles (IFVs) in the Heavy Brigade Combat Teams (HBCTs) with improved protection, mobility and sustainment, mitigation of existing shortfalls, and network integration.
- Enhances the responsiveness, force protection, survivability, and operational readiness of the self-propelled howitzer fleet.



ADDENDUM E - FY 13 President's Budget

- Upgrades Kiowa Warriors to the F Model through enhanced cockpit sensor upgrades, addressing armament obsolescence, aircrew survivability, and reducing the overall aircraft weight.
- Improves operational energy efficiency in support of deployed forces.

Research, Development, Test and Evaluation (RDT&E)

The FY 13 base budget requests \$8.9 billion, a \$0.2 billion increase from FY 12. This request supports the current force while investing in future forces. Significant Army investments include Network Programs, New Vehicle Development and Combat Vehicle Modernization.

Two key network programs are Warfighter Information Network-Tactical (WIN T) and Distributed Common Ground System-Army (DCGS A). WIN-T funding (\$278.0M) will design, develop, produce, and field the Future Modular Force transport network, while leveraging mature technologies that enable the current modular force to operate in an emerging noncontiguous environment. DCGS A (\$40.9M) is an ISR System of Systems (SoS) for Joint, Interagency, Allied, Coalition, and National data analysis, sharing, and collaboration.

The Army continues development efforts of the Ground Combat Vehicle (GCV), the Joint Light Tactical Vehicle (JLTV) and network integration solutions. These developments will be fielded as part of future capability packages. The JLTV represents a \$72.3M investment in a Joint Army and Marine Corps program. These investments support the development of network ready vehicles with greater mobility and survivability capable of performing multiple mission roles across the full range of military operations.

In FY 13 the Army will invest \$2.2 billion in Science and Technology. The focus of this investment is to foster invention and innovation in technologies that enable future force capabilities and support the transition of current technology into current or future force capabilities. Additionally, we are writing Analysis of Alternatives (AOAs) for our future ground vehicles and airframes which meet higher fuel efficiency and power output goals.

Construction, Army Family Housing, and Base Realignment and Closure (BRAC)

The FY 13 base budget requests \$3.6 billion, a \$1.5 billion decrease from FY 12. The Military Construction budget continues to support facility improvements across the Army. It supports readiness through recapitalization of aging military facilities, new facilities for training, revitalization of existing infrastructure, and construction of new reserve component readiness facilities. The FY 13 request supports the fielding of the MQ-1 Gray Eagle Unmanned Aerial System and the final projects required to support unit stationing actions associated with the Global Defense Posture Realignment (2008-2013).

This budget request begins implementation of the Army Facility Strategy 2020—a strategic framework for new investments and preservation of existing facilities that is integrated with Army systems and force structure decisions.

The FY 13 Army Family Housing request supports operations, maintenance, utilities, and leases. It does not provide for new construction. The Army completed its scheduled transfer of Army-owned assets as part of the Residential Communities Initiative (RCI) at 44 Army locations, representing a transfer of 98 percent of the Army-owned inventory in the United States. The end-state privatization inventory is expected to reach over 85,000 homes, which includes additional housing constructed by the RCI partners.

The Army's BRAC FY 13 request funds caretaking and environmental restoration functions at remaining excess properties closed under BRAC. Environmental actions are required prior to transfer of properties. Caretaking will maintain real property assets at levels to protect against degradation during transition.

ADDENDUM E - FY 13 President's Budget

Highlights:

- Funds construction for new facilities.
- Supports permanent party and training barracks renewal.
- Supports final construction projects required for stationing actions associated with Global Defense Posture Realignment (2008-2013).

Other Accounts

The Army is the financial management executive agent for a variety of critical programs. These funds “pass-through” the Army for execution by the responsible command or agency. The base budget includes the Chemical Agents and Munitions Destruction Program and administrative support for the Joint Improvised Explosive Device Defeat Organization (JIEDDO). These programs are funded at \$1.5 billion and \$0.2 billion respectively.

The OCO request includes the Afghanistan Security Forces Fund (\$5.7 billion), the Joint Improvised Explosive Device Defeat Fund (\$1.7 billion) and the Afghanistan Infrastructure Fund (\$0.4 billion).

Highlights:

- Continues closure activities at the Tooele Chemical Agent Disposal Facility (TOCDF) in Utah, Anniston Chemical Agent Disposal Facility (ANCDF) in Alabama, Umatilla Chemical Disposal Facility (UMCDF) in Oregon, and Pine Bluff Chemical Disposal Facility (PBDF) in Arkansas.
- Completes construction and continues systemization activities at Pueblo Chemical Depot in Colorado, and continues construction activities at Blue Grass Army Depot in Kentucky.
- Funds the Afghanistan Security Forces Fund which builds essential security capacity within the Afghanistan National Security Forces.
- Supports JIEDDO initiatives to combat the most dangerous threat to U.S. and coalition forces.



CHARACTERISTICS

of THE FUTURE FORCE

Depth and Versatility: The Army provides depth to the Nation by a trained and ready land force that includes a viable operational reserve. Reversibility and expansibility of the force also contribute to strategic depth. The Army's diverse mix of rapidly deployable capabilities, formations and equipment ensures versatility for the Joint Force. It is imperative that the Army provide the National Command Authority with scalable options to meet the Nation's security needs in a complex, dynamic and uncertain global environment.

Adaptive and Innovative: Army leaders accept that there are no predetermined solutions to problems. Army leaders adapt their thinking, formations and employment techniques to the specific situation they face. This requires an adaptable and innovative mind, a willingness to accept prudent risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment. Accordingly, thorough understanding and wise application of cultural knowledge and language skills are tantamount to our success. So too are training, leader development and personnel policies aimed at fostering creativity at every level.

Flexible and Agile: To achieve strategic, operational, and tactical success, we must be flexible in the face of adversity and agile in our responsiveness, able to dominate any operational environment against conventional and hybrid threats. Flexibility is achieved by preserving responsiveness to a broad range of missions including regular and irregular warfare; humanitarian assistance; security cooperation; and support to civil authorities. Effective mission command, collaborative planning and decentralized execution foster agility.

Integrated and Synchronized: Army forces do not operate independently but as a part of a larger joint, interagency and frequently multinational effort. Army leaders integrate and synchronize Army operations within this larger effort. The arrangement of military actions in time, space and purpose produces maximum relative combat power at a decisive place and time.

Lethal and Discriminate: The capacity for physical destruction is fundamental to all other military capabilities and is the most basic building block for military operations. Army leaders organize, equip, train and employ their formations for unmatched lethality under a wide range of conditions. The capability for the lawful, discriminate, and expert application of lethal force builds the foundation for effective operations.



TRUST

the Bedrock of our Profession

- *Trust between Soldiers*
- *Trust between Soldiers and Leaders*
- *Trust between Soldiers, their Families and the Army*
- *Trust between the Army and the American People*

*The Strength of our Nation is our Army,
The Strength of our Army is our Soldiers,
The Strength of our Soldiers is our Families,
This is what makes us Army Strong!*

LOYALTY | DUTY | RESPECT | SELFLESS SERVICE | HONOR | INTEGRITY | PERSONAL COURAGE



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