

United States Military Priorities Crosswalk

Presidential Memos



Rebuilding the Military & Making our Military Great Again (January 2017)

- **Pursue peace through strength:** rebuild the military
- **Improve readiness:** manning, training, equipment maintenance, munitions, modernization, and infrastructure
- **Address risks to national security:** Release National Security Strategy, National Defense Strategy, Nuclear Review Posture, and Ballistic Missile Defense Review

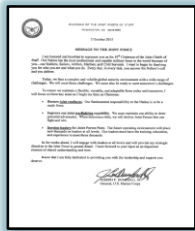
Guidance from Secretary Mattis



05 October 2017

- **Restore military readiness as we build a more lethal force**
- **Strengthen alliances and attract new partners**
- **Bring business reforms to the Department of Defense**

Message to the Joint Force



02 October 2015

- **Restore joint readiness:** Our fundamental responsibility
- **Improve our joint warfighting capability:** deter potential adversaries; fight and win as necessary
- **Develop leaders for Joint Force Next:** leader training and education

Initial Message to the Force



21 November 2017

- **Readiness** to deploy, fight, and win
- **Modernization** to build greater capabilities and capacities
- **Reform** to ensure the Army is always ready in the future
- **Take care of our Soldiers, Civilians, and their Families**
- **Army Values**
- **Strengthen relationships with allies and partners**

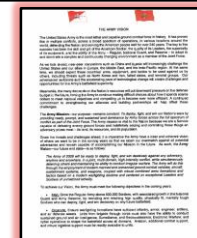
Initial Message to the Army



27 August 2015

- **Readiness** (current fight): man, train, and equip our forces
- **Future Army** (future fight): Develop a lethal, professional, and technology competent force
- **Take Care of the Troops** (Always)

Key Army Documents



Army Vision (2018)



2018 Army Posture Statement



Modernization Strategy Oct 17

The White House
Office of the Press Secretary
For Immediate Release
January 27, 2017

Presidential Memorandum on Rebuilding the U.S. Armed Forces

NATIONAL SECURITY PRESIDENTIAL MEMORANDUM

MEMORANDUM FOR THE SECRETARY OF DEFENSE

THE DIRECTOR OF THE OFFICE OF MANAGEMENT AND BUDGET

SUBJECT: Rebuilding the U.S. Armed Forces

By the authority vested in me as President by the Constitution and the laws of the United States, including my authority as Commander in Chief of the Armed Forces of the United States, I hereby direct the following:

Section 1. Policy. To pursue peace through strength, it shall be the policy of the United States to rebuild the U.S. Armed Forces.

Sec. 2. Readiness. (a) The Secretary of Defense (Secretary) shall conduct a 30-day Readiness Review. As part of this review, the Secretary shall:

- (i) assess readiness conditions, including training, equipment maintenance, munitions, modernization, and infrastructure; and

- (ii) submit to the President a report identifying actions that can be implemented within the current fiscal year and that are necessary to improve readiness conditions.

(b) Concurrently with the Readiness Review, the Secretary, together with the Director of the Office of Management and Budget (OMB), shall develop a Fiscal Year (FY) 2017 budget amendment for military readiness, including any proposed reallocations.

(c) The Secretary shall work with the Director of OMB to develop levels for the Department of Defense's FY 2018 budget request that are necessary to improve readiness conditions and address risks to national security.

(d) Within 60 days of the date of this order, the Secretary shall submit to the President a plan of action to achieve the levels of readiness identified in the Secretary's Readiness Review before FY 2019. That plan of action shall address areas for improvement, including insufficient maintenance, delays in acquiring parts, access to training ranges, combatant command operational demands, funding needed

for consumables (e.g., fuel, ammunition), manpower shortfalls, depot maintenance capacity, and time needed to plan, coordinate, and execute readiness and training activities.

Sec. 3. Rebuilding the U.S. Armed Forces. (a) Upon transmission of a new National Security Strategy to Congress, the Secretary shall produce a National Defense Strategy (NDS). The goal of the NDS shall be to give the President and the Secretary maximum strategic flexibility and to determine the force structure necessary to meet requirements.

(b) The Secretary shall initiate a new Nuclear Posture Review to ensure that the United States nuclear deterrent is modern, robust, flexible, resilient, ready, and appropriately tailored to deter 21st-century threats and reassure our allies.

(c) The Secretary shall initiate a new Ballistic Missile Defense Review to identify ways of strengthening missile-defense capabilities, rebalancing homeland and theater defense priorities, and highlighting priority funding areas.

Sec. 4. General Provisions. (a) Nothing in this memorandum shall be construed to impair or otherwise affect:

- (i) the authority granted by law to an executive department or agency, or the head thereof; or
- (ii) the functions of the Director of OMB relating to budgetary, administrative, or legislative proposals.

(b) This memorandum shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) All actions taken pursuant to this memorandum shall be consistent with requirements and authorities to protect intelligence and law enforcement sources and methods. Nothing in this order shall be interpreted to supersede measures established under authority of law to protect the security and integrity of specific activities and associations that are in direct support of intelligence and law enforcement operations.

(d) This memorandum is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

(e) The Secretary is hereby authorized and directed to publish this memorandum in the *Federal Register*.

DONALD J. TRUMP

Making Our Military Strong Again

Our men and women in uniform are the greatest fighting force in the world and the guardians of American freedom. That's why the Trump Administration will rebuild our military and do everything it can to make sure our veterans get the care they deserve.

Our military needs every asset at its disposal to defend America. We cannot allow other nations to surpass our military capability. The Trump Administration will pursue the highest level of military readiness.

President Trump will end the defense sequester and submit a new budget to Congress outlining a plan to rebuild our military. We will provide our military leaders with the means to plan for our future defense needs.

We will also develop a state-of-the-art **missile defense system** to protect against missile-based attacks from states like Iran and North Korea.

Cyberwarfare is an emerging battlefield, and we must take every measure to safeguard our national security secrets and systems. We will make it a priority to develop defensive and offensive cyber capabilities at our U.S. Cyber Command, and recruit the best and brightest Americans to serve in this crucial area.

Let us never forget that our military is comprised of heroic people. We must also ensure that we have the best medical care, education and support for our military service members and their families – both when they serve, and when they return to civilian life.

We will get our veterans the care they need wherever and whenever they need it. There should be no more long drives. No more wait lists or scheduling backlogs. No more excessive red tape. Just the care and support our veterans have earned through sacrifice and service to our country. The Trump Administration will transform the Department of Veterans Affairs to meet the needs of 21st century service members and of our female veterans. Our reforms will begin with firing the corrupt and incompetent VA executives who let our veterans down, modernizing the bureaucracy, and empowering the doctors and nurses to ensure our veterans receive the best care available in a timely manner.

Under the Trump Administration, America will meet its commitments to our veterans.



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

OCT - 5 2017

MEMORANDUM FOR ALL DEPARTMENT OF DEFENSE PERSONNEL

SUBJECT: Guidance from Secretary Jim Mattis

The start of a new fiscal year serves as an opportunity for greater alignment as we reconfirm our commitment to America. As a member of the U.S. Department of Defense, you play a vital role in supporting the three million men and women – uniformed and civilian – who fight for our Nation's interests abroad. We protect and defend the Constitution, our people, and our values, and America's military reinforces traditional tools of diplomacy, ensuring President Trump and our diplomats negotiate from a position of strength.

We are a Department of war. We must be prepared to deal with an increasingly complex global security situation, characterized by an accelerating decline in the management of the rules-based international order. North Korea's provocative actions and reckless rhetoric continue despite United Nation's censure and sanctions. Russia has violated the borders of nearby nations and seeks veto power over the economic, diplomatic, and security decisions of its neighbors. China is a long-term strategic competitor that seeks to intimidate its neighbors while escalating tensions in the South China Sea. Iran continues to sow violence and remains the largest long-term challenge to Middle East stability. Despite recent gains against ISIS, terrorist groups continue to murder the innocent and threaten peace.

Pursuit of global security and stability requires our Armed Forces to remain the world's preeminent fighting force, and our Department has three lines of effort to enable us to remain the world's preeminent fighting force:

First, restore military readiness as we build a more lethal force. We will execute a multi-year plan to rapidly rebuild the warfighting readiness of the Joint Force, filling holes in capacity and lethality while preparing for sustained future investment. This line of effort prioritizes a safe and secure nuclear deterrent, the fielding of a decisive conventional force, and retains irregular warfare as a core competency.

Second, strengthen alliances and attract new partners. Alliances and multinational partnerships provide avenues for peace, fostering conditions for economic growth with countries sharing the same vision. Strong alliances also temper the plans of those who would attack other nations or try to impose their will over the less powerful. History is compelling on this point: nations with strong allies thrive, while those without stagnate and wither. We will continue to work with our allies, partners, and coalitions – the North Atlantic Treaty Organization,



OSD012378-17/CMD016482-17

Association of South East Asian Nations, the Defeat-ISIS Coalition, and others – to reinforce the safety and security that underpins peace and economic prosperity for all nations.

Third, bring business reforms to the Department of Defense. This line of effort instills budget discipline and effective resource management, develops a culture of rapid and meaningful innovation, streamlines requirements and acquisition processes, and promotes responsible risk-taking and personal initiative. Some specific reforms are already in progress, such as the Congressionally-mandated creation of a Chief Management Officer and realignment of the Under Secretary of Defense for Acquisition, Technology and Logistics, as well as the Department's preparations for its first full-scope financial audit in FY 2018. Others are forthcoming, as we seek to modernize the defense travel system, protect our infrastructure and intellectual property, improve information technology business operations efficiency, and implement real cost accounting.

I expect you to pursue actively these three lines of effort. Set disciplined goals, collaborate across components, and model appropriate ethical behavior. Remember, attitudes are caught from those who set the example – use your force of personality to lead with a sense of urgency and purpose every day, so that we leave this Department in even better shape for those that follow.

CHARGE!

John Mattis



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, DC 20318-9999

2 October 2015

MESSAGE TO THE JOINT FORCE

I am honored and humbled to represent you as the 19th Chairman of the Joint Chiefs of Staff. Our Nation has the most professional and capable military force in the world because of you—our Soldiers, Sailors, Airmen, Marines, and Civil Servants. I want to begin by thanking you for who you are and what you do. Every day, in every task, you answer the Nation's call and you deliver.


Today, we face a complex and volatile global security environment with a wide range of challenges. We will meet those challenges. We must also be ready to meet tomorrow's challenges.

To ensure we maintain a flexible, versatile, and adaptable force today and tomorrow, I will focus on three key areas as I begin my time as Chairman:

- **Restore joint readiness.** Our fundamental responsibility to the Nation is to be a ready force.
- **Improve our joint warfighting capability.** We must maintain our ability to deter potential adversaries. When deterrence fails, we will deliver Joint Forces that can fight and win.
- **Develop leaders for Joint Forces Next.** The future operating environment will place new demands on leaders at all levels. Our leaders must have the training, education, and experience to meet those demands.

In the weeks ahead, I will engage with leaders at all levels and will provide my strategic direction to the Joint Force in greater detail. I look forward to your input as an important element of shared understanding and trust.

Know that I am fully dedicated to providing you with the leadership and support you deserve.


JOSEPH F. DUNFORD, JR.
General, U.S. Marine Corps



SECRETARY OF THE ARMY
WASHINGTON

To the Army Family,

Today I had the great honor of being sworn in as your 23rd Secretary of the Army. Having served previously in the Regular Army, Guard, and Reserves, I know well that people are the Army's greatest asset. I fully understand and acknowledge the sacrifices our Soldiers and Families have given to our great Army; especially during the previous 16 years of sustained combat operations. Thanks to your service, our Army remains the world's premier ground combat force and the bedrock of our Nation's defense. This is why the readiness and welfare of our Soldiers, Civilians, and their Families will always be foremost in my mind, and why I intend to pursue initiatives that will offer the professional opportunities and quality of life all deserve.

As I return to duty, I want you to know that my first priority is Readiness – ensuring the Total Army is ready to deploy, fight and win across the entire spectrum of conflict, with an immediate focus on preparing for a high-end fight against a near-peer adversary. Improving Readiness is the benchmark for everything we do; it should guide our decision-making.

My second priority is Modernization – building greater capacity and capabilities in the longer term. This means growing our operational force while maintaining quality, reshaping it to be more robust and successful in all domains, and modernizing it with the best weapons and equipment available to guarantee clear overmatch in future conflicts.

My third priority is Reform – improving the way we do business, including how we implement these priorities, to make the Total Army more lethal, capable, and efficient. This means changing the organizations, policies, processes, and tasks that consume time, money, or manpower without delivering real value, and applying the savings to our top priorities.

Lastly, I place great importance on a commitment by all – especially Leaders – to the Army's Values. This includes treating everyone with respect, collaborating broadly, and always doing the right thing. The Army is at its best when it works and fights as one team, and with the challenges we face ahead, a recommitment to these Values will serve us well.

I will be working hard on all of these priorities, and welcome your ideas on how we can best achieve them. To be successful, we must work together and empower people at all levels to lead, innovate, and make smart decisions.

I look forward to meeting with and hearing from many of you in the months ahead, and am excited about the great things we will accomplish together.

Army Strong!

Mark T. Esper



39th Chief of Staff of the Army Initial Message to the Army

We have the most skilled, ethical, and combat hardened Army in our Nation's history. No matter where we are around the world, America's Soldiers are displaying courage, commitment and character. We are demonstrating unparalleled competence and agility. And no matter the challenge, no matter how complex the environment, or how dangerous the situation, our Soldiers fight and win.

I am honored to lead this remarkable team.

I have three priorities:

#1. Readiness: (Current Fight) Our fundamental task is like no other – it is to win in the unforgiving crucible of ground combat. We must ensure the Army remains ready as the world's premier combat force. Readiness for ground combat is – and will remain – the U.S. Army's #1 priority. We will always be ready to fight today, and we will always prepare to fight tomorrow. Our most valued assets, indeed, the Nation's most valued assets, are our Soldiers and our solemn commitment must always be to never send them into harm's way untrained, poorly led, undermanned, or with less than the best equipment we can provide. Readiness is #1, and there is no other #1.

#2. Future Army: (Future Fight) We will do what it takes to build an agile, adaptive Army of the future. We need to listen and learn – first from the Army itself, from other services, from our interagency partners, but also from the private sector, and even from our critics. Developing a lethal, professional and technically competent force requires an openness to new ideas and new ways of doing things in an increasingly complex world. We will change and adapt.

#3. Take Care of the Troops: (Always) Every day we must keep foremost in our minds our Soldiers, Civilians, and their Families. Our collective strength depends on our people - their mental and physical resilience is at our core. We must always treat each other with respect and lead with integrity. Our Soldiers are the crown jewels of the Nation; we must love them, protect them, and always keep faith with them.

I am honored and proud to serve with you. Thank you for your service and commitment to a cause larger than yourselves.

Army Strong! *Mark A. Milley*
MARK A. MILLEY
General, United States Army
39th Chief of Staff of the Army



THE ARMY VISION

The United States Army is the most lethal and capable ground combat force in history. It has proven this in multiple conflicts, across a broad spectrum of operations, in various locations around the world, defending the Nation and serving the American people well for over 240 years. The key to this success has been the skill and grit of the American Soldier, the quality of its Leaders, the superiority of its equipment, and the ability of the Army – Regular, National Guard, and Reserve – to adapt to and dominate a complex and continuously changing environment as a member of the Joint Force.

As we look ahead, near-peer competitors such as China and Russia will increasingly challenge the United States and our allies in Europe, the Middle East, and the Indo-Pacific region. At the same time, we should expect these countries' arms, equipment, and tactics to be used against us by others, including threats such as North Korea and Iran, failed states, and terrorist groups. Our adversaries' ambitions and the accelerating pace of technological change will create challenges and opportunities for the Army's battlefield superiority.

Meanwhile, the many demands on the Nation's resources will put downward pressure on the defense budget in the future, forcing the Army to continue making difficult choices about how it spends scarce dollars to meet national objectives and compelling us to become ever more efficient. A continued commitment to strengthening our alliances and building partnerships will help offset these challenges.

The **Army Mission**—our purpose—remains constant: *To deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force.* The Army mission is vital to the Nation because we are a Service capable of defeating enemy ground forces and indefinitely seizing and controlling those things an adversary prizes most – its land, its resources, and its population.

Given the threats and challenges ahead, it is imperative the Army have a clear and coherent vision of where we want to be in the coming years so that we retain our overmatch against all potential adversaries and remain capable of accomplishing our Mission in the future. As such, the **Army Vision**—our future end state—is as follows:

The Army of 2028 will be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. The Army will do this through the employment of modern manned and unmanned ground combat vehicles, aircraft, sustainment systems, and weapons, coupled with robust combined arms formations and tactics based on a modern warfighting doctrine and centered on exceptional Leaders and Soldiers of unmatched lethality.

To achieve our Vision, the Army must meet the following objectives in the coming years:

- **Man.** Grow the Regular Army above 500,000 Soldiers, with associated growth in the National Guard and Army Reserve, by recruiting and retaining high quality, physically fit, mentally tough Soldiers who can deploy, fight, and win decisively on any future battlefield.
- **Organize.** Ensure warfighting formations have sufficient infantry, armor, engineer, artillery, and air defense assets. Units from brigade through corps must also have the ability to conduct sustained ground and air Intelligence, Surveillance, and Reconnaissance; Electronic Warfare; and cyber operations to shape the battlefield across all domains. Aviation, additional combat support, and robust logistical support must be readily available to units.

- Train. Focus training on high-intensity conflict, with emphasis on operating in dense urban terrain, electronically degraded environments, and under constant surveillance. Training must be tough, realistic, iterative, and dynamic. Continuous movement, battlefield innovation, and leverage of combined arms maneuver with the Joint Force, allies, and partners must be its hallmarks. This training will require rapid expansion of our synthetic training environments and deeper distribution of simulations capabilities down to the company level to significantly enhance Soldier and team lethality.

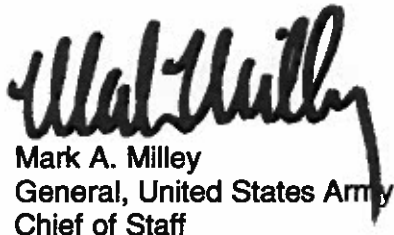
- Equip. Modernize the force by first reforming the current acquisition system and unifying the modernization enterprise under a single command to focus the Army's efforts on delivering the weapons, combat vehicles, sustainment systems, and equipment that Soldiers need when they need it. This modernization includes experimenting with and developing autonomous systems, artificial intelligence, and robotics to make our Soldiers more effective and our units less logistically dependent.

- Lead. Develop smart, thoughtful, and innovative leaders of character who are comfortable with complexity and capable of operating from the tactical to the strategic level. We will build a new talent management-based personnel system that leverages the knowledge, skills, behaviors, and preferences of its officers and noncommissioned officers. This system, when coupled with more flexible career models, will enable the Army to better attract, identify, develop, and place these leaders to optimize outcomes for all.

To achieve and sustain these objectives given the uncertainty of future budgets, the Army must continually assess everything we do, identifying lower value activities to discontinue and ways to improve what we must do, in order to free up time, money, and manpower for our top priorities. Trusting and empowering subordinate leaders will facilitate both reform and greater performance.

In all these efforts, we will ensure that our Soldiers, civilian workforce, and their Families enjoy the professional opportunities and quality of life they deserve. From the top down we must also remain committed to the Army Values. The Army is at its best when we work and fight as one team, and our Army Values, coupled with our Warrior Ethos, will guide and serve us well as we face the challenges ahead.

Since 1775, the United States Army has proven itself absolutely vital to protecting the American people, safeguarding the Nation, and advancing our interests abroad. This fact remains true today. Our ability to do so will be even more critical in the future as threats continue to emerge and evolve, becoming ever more dangerous and more complex. To remain ready to accomplish our Mission of fighting and winning the Nation's wars, the Army must fulfill the future Army Vision outlined herein. We are confident that with the right leadership, the proper focus, sufficient resources, and sustained effort the U.S. Army will achieve our Vision, remain the world's premier fighting force, and serve the Nation well for decades to come.



Mark A. Milley
General, United States Army
Chief of Staff



Mark T. Esper
Secretary of the Army



U.S. ARMY POSTURE STATEMENT

2018



RECORD VERSION

**STATEMENT BY
THE HONORABLE MARK T. ESPER
SECRETARY OF THE ARMY**

AND

**GENERAL MARK A. MILLEY
CHIEF OF STAFF
UNITED STATES ARMY**

BEFORE THE

HOUSE APPROPRIATIONS COMMITTEE - DEFENSE

SECOND SESSION, 115TH CONGRESS

**ON THE POSTURE OF THE UNITED STATES ARMY
MARCH 15TH, 2018**

**NOT FOR PUBLICATION
UNTIL RELEASED BY THE COMMITTEE**

INTRODUCTION

America's Army is lethal and effective. Our lethality provides the assured capability to defeat enemy ground forces through sustained land campaigns in defense of our vital national interests. To maintain our land power dominance, we will concentrate our efforts on our priorities—Readiness, Modernization, and Reform—to ensure America's Army is always ready, now and in the future. We also live by enduring priorities to take care of our Soldiers, Civilians, and their Families; to re-commit to the Army values and warrior ethos that guide us; and to strengthen relationships with allies and partners.

We thank Congress for its strong support, which has enabled the Army to halt the decline in our warfighting readiness. Importantly though, the Army needs timely, predictable, adequate, and sustained funding to preserve these readiness gains now and in the future. The Army's fiscal year 2019 (FY19) budget prioritizes our resources based on the President's guidance, and our strategy is consistent with the National Defense Strategy. This year's budget allows us to continue to build readiness for high intensity conflict and begin building our future force through key modernization efforts. It also enables us to continue to take care of our people and institute reforms across the Army to free up time, money, and manpower. Army leadership, with congressional support, is committed to ensuring America's Army is ready now and modernizing for the future.

STRATEGIC ENVIRONMENT

Our Army faces a complex and demanding strategic environment. This will require the Army to remain ready for a wide range of missions to defend American interests. We must build readiness for high-intensity conflict and modernize our forces to ensure overmatch against near-peer competitors, while sustaining irregular warfare as a core competency.

Our competitors are seeking to alter global strategic realities for their own benefit, often at the expense of U.S. interests and those of our allies and partners. Russia and China continue to assert themselves in an effort to gain dominance in key regions, and are developing advanced weapons to achieve parity both strategically and in close combat. North Korea has pursued nuclear weapons and ballistic missiles for decades with significant advances over the last year. Iran is attempting to expand its regional influence by developing more advanced ballistic missiles and supporting insurgent groups against U.S. allies in the region. Additionally, these state actors use a range of actions short of armed conflict, from cyber-attacks to irregular warfare through proxies that destabilize regions without attribution. Finally, terrorist groups continue to threaten the U.S. homeland, U.S. citizens, U.S. interests abroad, and our allies and partners.

Soldiers directly contribute to our Nation's efforts to counter these challenges by serving combatant commanders worldwide with over 178,000 Soldiers operating across a wide array of missions. The Army is committed to maintaining peace, stability, and security in the Asia-Pacific with nearly 80,000 Soldiers assigned, deployed, and forward-stationed throughout the region. 24,000 Soldiers continue to deter North Korean aggression, with the Army focused on building readiness to respond to any contingency, including potential conflict. In Europe, the Army has over 30,000 forward stationed and rotational forces. In the Middle East, the troop increase in Afghanistan has already begun to advance the train, advise, and assist mission at the tactical level. In support of homeland defense, the Army provides over 15,000 Soldiers as well as a Global Response Force of 9,500 personnel, capable of deploying anywhere in the world within 96 hours. Over the last year, Army forces were critical in disaster relief efforts in Puerto Rico and the U.S. Virgin Islands resulting from Hurricanes Maria and Irma, the California wild fires and mud slides, and widespread flooding in the central United States.

The Army's competitive advantage is our Soldiers' ability to rapidly deploy when and where required, gain and maintain overmatch, and achieve decisive victory against any adversary. This produces a combat-credible deterrent against potential adversaries who are hostile to our Nation's interests. Sustained, predictable, adequate, and timely funding will secure the Army's ability to continue to defend our Nation's interests.

THE ARMY'S BUDGET REQUEST

The Army's total FY19 budget request totals \$182.1B which consists of \$148.4B in the base budget and \$33.7B for Overseas Contingency Operations (OCO). This represents an eight percent increase over our total FY18 President's Budget plus amendments. Our request reflects the Army's priorities: grow and maintain a ready high-end force; build our future force through key modernization efforts; continue to take care of our people; and institute reforms that lead the Army to be even better stewards of taxpayer dollars.

READINESS TO FIGHT TONIGHT

Ready forces ensure that the Army can compete against our adversaries, deter conflict, and win decisively. FY17 and FY18 authorizations and FY17 appropriations provided critical support to fill manning requirements, fund important gains to training such as increasing combat training center rotations, increasing equipment operational readiness rates, building and modernizing Army Prepositioned Stocks, and beginning to address munitions shortfalls. Barring a significant increase in demand for land forces, the Army will attain our Total Force readiness recovery goals in 2022. To ensure that we meet this goal, we need predictable, adequate, sustained, timely funding, enabling us to sufficiently organize, man, train, and equip our formations.

We are growing the Army by both recruiting and retaining physically fit, mentally tough Soldiers without lowering standards. Increased end strength has enabled the Army to fill manning shortfalls in key formations. Soldiers within the ranks are also increasingly deployable, with a four percent decrease in Regular Army non-deployable rates over the past year, and an overall goal of a five percent non-deployable rate by FY21. Contributing to this is increased holistic fitness, improved medical tracking, unit injury prevention and physical therapy programs, and leveraging end strength increases to raise operational unit manning levels. These are accompanied by new policies intended to rebuild a culture of deployability across the force. As a result, the number of brigade combat teams (BCTs) in the highest state of personnel readiness has more than doubled.

Tough, realistic training is key to maintaining our competitive advantage in the current security environment. In order to increase Soldiers' opportunity to conduct training focused on lethality, we have reduced, and will continue to reduce, ancillary mandatory training, requirements, and distractions at home station. We are also using virtual simulations to increase training repetitions for small units, creating greater proficiency at unit collective tasks. Leaders across the Army are taking steps to ensure a predictable training management cycle, and returning our training focus to preparation for a high-end fight validated at combat training centers. However, these units can only remain ready if they remain together, so we must also find innovative ways to meet combatant command demand without breaking apart our baseline combat formations.

An important part of the Army's effort to maintain the readiness of the Army's BCTs for major combat operations is the security force assistance brigade (SFAB). The SFAB will provide combatant commanders with a skilled advisory force to team with our security partners worldwide. Previously, we assigned BCTs to conduct advisory missions, breaking those formations apart. The first SFAB deployed to Afghanistan in the spring of 2018. We request congressional support to man, train, and equip six SFABs: five in the Regular Army and one in the Army National Guard.

In addition to improved training, our Army must have sufficient equipment. We are modernizing our equipment, refining our supply distribution systems, and enhancing our Prepositioned Stocks to balance our capabilities across multiple threats and theaters. However, we continue to have shortages of some critical preferred munitions. As a result, Holston Army Ammunition Plant in Tennessee is expanding production capacity, and Pine Bluff Arsenal in Arkansas and McAlester Army Ammunition Plant in Oklahoma are beginning repair and upgrade programs. We request congressional support as we continue to reform and align requirements and resources within the Organic Industrial Base.

MODERNIZATION: READY FOR THE FUTURE FIGHT

Over the past decade, the Army made necessary but difficult choices to defer modernization in order to support combat operations. We upgraded current weapons systems rather than acquire new or next generation technologies. However, we can no longer afford to delay modernization without risking overmatch on future battlefields. Thanks to congressional support, the Army now has the means to modestly increase investments towards modernization and lay the groundwork for increased funding in the coming years. To improve modernization we will focus on three things. First, we will establish the Army Futures Command to reform our acquisition process through unity of command, unity of effort, and increased accountability. Second, through the efforts of eight cross functional teams, we will focus these additional resources towards six modernization priorities to ensure future overmatch. Third, Army leadership will strengthen our relationship with industry, our allies, and the top intellectual and innovative talent our Nation has to offer. Collectively, these improvements and others will help ensure our lethality and future readiness.

The Army must adapt quicker than our adversaries to maintain our competitive advantage. This is the rationale for the Army Futures Command. The formal establishment of Army Futures Command in the summer of 2018 will represent the most significant organizational change to the Army's structure since 1973. The new command will consolidate the Acquisition process under one organization with a mission to deliver integrated solutions for increased lethality and capabilities to the Soldier when and where they are needed.

The FY19 budget coupled with our reforms will enable the Army to accelerate upgrades to critical capabilities, managing current risk while we innovate and prototype with a goal to begin fielding the next generation of combat vehicles, aerial platforms, and weapons systems by 2028. These vehicles and weapons must be better than anything our adversaries will deploy in the future. We will focus modernization, science and technology, and research and development efforts on six modernization priorities, managed and assessed by eight cross functional teams:

Long Range Precision Fires — modernize a cannon for extended range, volume, and increased missile capabilities to restore Army dominance in range. Systems like the Extended Range Cannon Artillery, which has been accelerated to FY23, and the Long Range Precision Fires Missile, accelerated to FY21 protect and ensure freedom of maneuver to forces in contact with the enemy in deep, close, and rear operations. The Army has included \$73.7M for Long Range Precision Fires in the FY18 Enhancement Request, with \$22M in additional requested funds in the FY19 President's Budget.

Next Generation of Combat Vehicles — develop prototypes that lead to the replacement of our current fleet of infantry fighting vehicles, and later tanks, in manned, unmanned, and optionally manned variants. A next generation vehicle is needed to enhance Soldier protection, increase mobility, and make our forces more lethal. Prototypes for both manned and robotic vehicles will arrive in FY21, with \$13.1M requested in the FY18 Enhancement, and \$84M in the FY19 President's Budget.

Future Vertical Lift — incorporate manned, unmanned, and optionally manned variant vertical lift platforms that provide superior speed, range, endurance, altitude, and payload capabilities. These include the Future Unmanned Aircraft System, which is undergoing experimentation and will be prototyped in FY24, and the Modular Open System Approach,

a software prototype that has been accelerated from FY28 to FY26. \$25.1M is included in the FY18 Enhancement Request for Future Vertical Lift, with additional funds included in the FY19 President's Budget.

Network — develop expeditionary infrastructure solutions to fight reliably on the move in any environment. The Army Network should incorporate electronic warfare; resilient, secure, and interoperable hardware; software and information systems; assured position, navigation, and timing; and low signature networks. \$180M is included in the FY18 Enhancement Request to conduct Network related experimentation next fiscal year, including an Infantry Brigade at the Joint Readiness Training Center this summer, and a Stryker Brigade by early 2019.

Air and Missile Defense — ensure our future combat formations are protected from modern and advanced air and missile delivered fires, including drones. We are focusing on capabilities that include Mobile Short-Range Air Defense with directed energy and advanced energetics. We are also accelerating the fielding of existing air defense capabilities over the coming years.

Soldier Lethality — develop the next generation of individual and squad weapons; improve body armor, sensors, and radios; and develop a synthetic training environment that simulates the modern battlefield, allowing our Soldiers multiple iterations before they ever deploy. The FY18 Enhancement Request includes 81M to experiment and procure Enhanced Night Vision Goggles by FY21.

These modernization priorities illustrate how our Army will adapt to future threats. The cross functional teams are the driving force for the modernization priorities. Each cross functional team uses technical experimentation and demonstrations, in conjunction with increased engagement with industry and commercial sector partners, to inform prototype development and reduce the requirement process.

The Army remains concerned about preserving key skills and capabilities for our original equipment manufacturers and their key supplier bases. Collaboration with our private sector partners early in the process helps reduce risk. Efforts such as the Army Manufacturing Technology Program have provided affordable and timely manufacturing solutions that assist our industry partners to address manufacturing risks. Collectively, congressional support for the Army Futures Command, implementation of the future recommendations of the cross functional teams, and a strong relationship with the commercial base has one simple goal: make Soldiers more lethal and ready for the future.

REFORM

To achieve these objectives, we are assessing everything we do across the Army, looking for ways to free up time, money, and manpower for our top priorities. In support of DOD reform efforts, we have placed increased emphasis on a number of business reforms and stewardship initiatives. Specifically, we are instituting Army-wide programs that address Acquisition Reform; Contract Management; Budget Execution; divestiture and consolidation of legacy information technology systems; and auditability of our resources.

The Army's Acquisition Reform Initiative shortens the development timeline and approval process of capabilities requirements. This reform initiative directs the consolidation of two

oversight groups into one and provides Army leadership with access to decisions earlier in the decision cycle. The Army is creating strategic enterprise metrics through policies and procedures intended to drive significant savings from the reform of contracted services per year from 2020 to 2024. We are also monitoring de-obligating funds through the Command Accountability and Execution Review to increase Army annual buying power. Additionally, we are improving our auditability. This year, we plan to complete an independent audit that will further enable the Army to improve our business practices and management of our resources.

Another key area of reform is in Army institutions. We are undertaking efforts to optimize non-divisional two-star headquarters and above to enable faster decision making. We are beginning by optimizing key essential tasks at the Army Secretariat, Army Staff, and Army Commands to address manning requirement needs at the division level and below. Next, revised experimentation and war gaming will accelerate new Army warfighting doctrine, providing a comprehensive framework to underpin how we train and how we fight. And finally, a new talent management based personnel system will optimize individuals' effectiveness and professional development, and ensure we develop and retain exceptional Leaders and Soldiers of unmatched lethality.

SOLDIERS, CIVILIANS, AND FAMILIES: OUR GREATEST ASSET

The United States Army is composed of Regular Army, Army National Guard, and Army Reserve Soldiers, Civilians, and Family members serving the Nation at home and abroad. The quality of Soldiers the Army attracts and retains is extremely high. Quality metrics for Army recruits are at their highest point, exceeding every DOD-mandated education and aptitude threshold for the eighth year in a row. Waivers for recruits are down nearly eight percent over the past decade. The Army's long term success depends on developing smart, innovative leaders of character who bring a wide range of skills and experiences to our ranks. We will remain a standards-based organization and maintain the values that we have established for those who enter and serve the Army and for those Soldiers who remain for a career. We will not lower standards to meet our end strength goals.

The Army is committed to taking care of our Soldiers, Civilians, and their Families by maintaining opportunities for promotions and schooling, providing attractive career options, and continuing quality of life programs. We ensure the well-being of our people through world-class medical services, quality facilities to live and work, and child care and youth services. New civilian hiring initiatives for spouses promise to accelerate work opportunities on Army installations, while other reforms may allow them to sustain careers by reducing the frequency of moves. The cumulative effect of these programs is to increase retention through increased satisfaction with Army life.

We also take care of individual Soldiers and strengthen teams through Sexual Harassment/ Assault Prevention and Response initiatives, active Suicide Prevention measures, Army Warrior Care, and transition assistance through our Soldier for Life program. In particular, a new task force is addressing suicide reduction in the Army National Guard and Army Reserve. Taking care of our people ensures Soldiers and Families have the support they need to focus on preparing to deploy, fight, and win our Nation's wars.

CONCLUSION

On behalf of the entire Army, we thank Congress for their support that allows us to continue to improve readiness and make an increased investment in our future Army. Our current security environment continues to have numerous challenges, and they are growing. With predictable, adequate, sustained, and timely funding, we will increase capacity, train advisory forces, close critical munitions gaps, improve modernization, and take care of our Soldiers, Civilians, and their Families. We are a standards-based organization accountable to Congress and the American people. We know that the only acceptable result of our efforts is a lethal Army, ready now, and prepared for the future.





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Modernization Priorities for the United States Army

We have the most skilled, ethical, and combat hardened Army in our Nation's history. Our Army remains globally engaged in a complex, dynamic and increasingly uncertain world and we stand ready to fight and win our nation's wars.

The competitive advantage that the United States has long enjoyed, however, is eroding. We are being challenged in every domain of warfare: land, maritime, air, cyber and space, and the challenges are growing in scale and complexity. Our recent focus on fighting wars of insurgency and terrorism allowed our adversaries to make improvements on their modernization efforts and erode our advantages enjoyed since World War II. Our Army must regain our overmatch and competitive advantage against emerging threats, competitors, and adversaries. We have worked hard in recent years to increase our readiness and strengthen our formations and now must modernize our capabilities to increase our lethality against emerging regional and global near-peer adversaries.

This modernization strategy has one simple focus: make Soldiers and units more lethal. To be successful, we must turn ideas into actions through continuous experimenting and prototyping, improving acquisition business processes, pursuing appropriate commercial/off-the-shelf options, and improving training. Additionally, our modernized capabilities must have interoperability with allies built-in.

The American people expect us to win, and we win on the offense by mastering the fundamentals of shoot, move, communicate and sustain better than any other Army. We mass fires with precision, we seize and retain the initiative, we retain the mobility to maneuver while protecting our forces, and we gain critical information to think and act decisively, all of this backed up by world-class logistics, and led by world class leaders.

Based on these fundamentals, our modernization priorities are:

1. A Long-Range Precision Fires capability that restores US Army dominance in range, munitions, and target acquisition.
2. A Next Generation Combat Vehicle – along with other close combat capabilities in manned, unmanned, and optionally-manned variants – with the most modern firepower, protection, mobility, and power generation capabilities, to ensure our combat formations can fight and win against any foe.
3. Future of Vertical Lift platforms – attack, lift, recon – in manned, unmanned, and optionally-manned variants that are survivable on the modern and future battlefield.
4. An Army Network with hardware, software, and infrastructure – sufficiently mobile and expeditionary – that can be used to fight cohesively in any environment where the electromagnetic spectrum is denied or degraded.

5. Air and Missile Defense capabilities that ensure our future combat formations are protected from modern and advanced air and missile delivered fires, including drones.

6. Finally, Soldier lethality that spans all fundamentals – shooting, moving, communicating, protecting and sustaining. We will field not only next generation individual and squad combat weapons, but also improved body armor, sensors, radios, and load-bearing exoskeletons. Putting this all together, we must improve human performance and decision making by increasing training and assessment, starting at the Soldier level. This will require a rapid expansion of our synthetic training environment and deeper distribution of simulations capabilities down to battalion and companies, with simulation capability to model combat in megacities, a likely battlefield of the future.

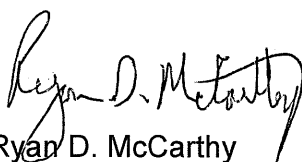
Today, our Army is not institutionally organized to deliver modern, critical capabilities to Soldiers and combat formations quickly. Our current modernization system is an Industrial Age model. It was sufficient for past threats, but insufficient to ensure future overmatch and rapid procurement of the six modernization priorities. Our processes are staff-centric and often stove-piped, which inhibits integration within or across programs. Our requirements process is slow and overly bureaucratic. Our talent management process needs to adapt to ensure the right people develop the right capabilities for future battlefield success.

To implement the necessary changes, our Army will establish unity of command and unity of effort that consolidates the modernization process under one roof. This realignment of responsibilities is not additional force structure, but rather a streamlining of work, which will serve as the custodian of our modernization effort to overcome the bureaucratic inertia and stove-piping found in the Army's current construct. It will directly incorporate requirements from the warfighter into the acquisitions process and allow us to prototype concepts. It will enable disruption – the messy, chaotic work that is the hallmark of truly innovative organizations. It will employ agile, responsive cross-functional teams for each of the six modernization priorities, which will report regularly to Under Secretary of the Army and the Vice Chief of Staff of the Army to ensure leadership involvement in early stages of the process. We will reduce the 'time to deliver' for the new systems we need to regain our competitive advantage before the next first battle.

Our Army will implement these modernization priorities to improve our acquisition and modernization processes to ensure that future generations of Soldiers continue to be in the most lethal fighting force in the world, for the next seven decades and beyond.



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